Cacadu
DISTRICT MUNICIPALITY
Province of the Eastern Cape
progress through development

Integrated Development Plan (IDP)

2007 – 2012

(REVIEW 2011)





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OVERVIEW OF THE MUNICIPALITY

The Cacadu District Municipality (CDM), is the largest (58 243 km^2) of the six (6) District Municipalities in the Eastern Cape Province. The District is situated in the western portion of the Province, bordering the Western Cape, Northern Cape and two other District Municipalities in the Eastern Cape, namely Chris Hani District Municipality and Amathole District Municipality.

The District consists of nine (9) local municipalities (Category B Municipalities) and two other portions that are National Parks, namely the Addo Elephant National Park and the Tsitsikamma National Park. These parks are managed by the South African National Parks Board[1].

On 10 November 2010 the MEC for Local Government and Traditional Affairs of the Eastern Cape Province published a notice in terms of Section 12 of the Local Government Municipal Systems Act, 1998 (Act No. 117 of 1998) by which the Cacadu District Municipality was disestablished to effect the inclusion of the District Management Area (ECDMA10) in the following local municipalities:

- Camdeboo Local Municipality;
- Blue Crane Route local Municipality;
- Sundays River Valley Municipality;
- Baviaans Local Municipality
- Koukamma Local Municipality;
- Ikwezi Local Municipality.

By means of the Section 12 Notice, the newly established District Municipality superseded the former District Municipality to the extent that the area under district jurisdiction excludes the DMA.

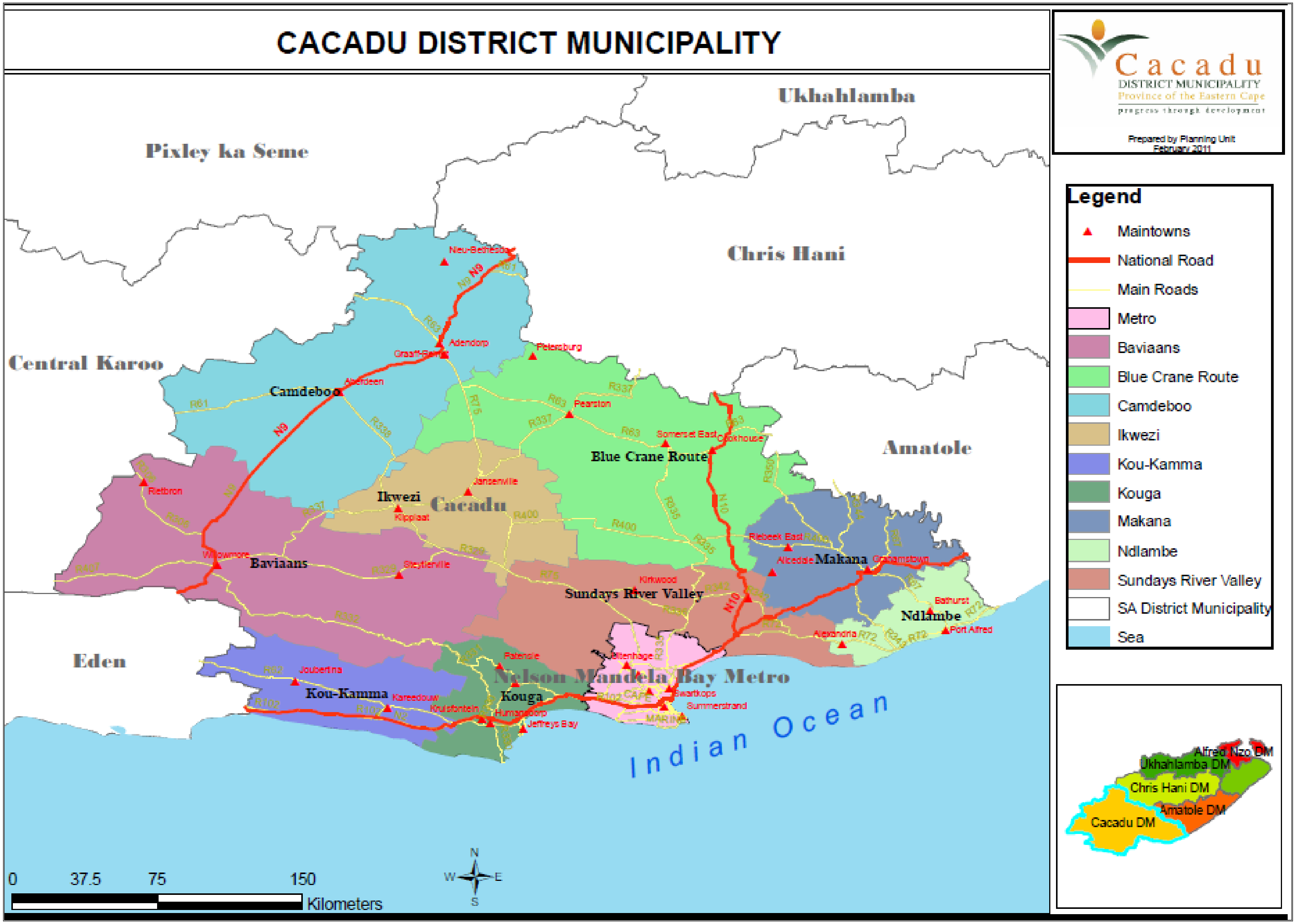
[1] The National Parks in the District do not form part of the 2010 demarcation exercise. All national parks are excluded from disestablishment.

The District wholly borders the Nelson Mandela Metropolitan Municipality (NMMM), and consequently, land access to the NMMM is via the CDM. The nine local municipalities in CDM and their respective towns are:

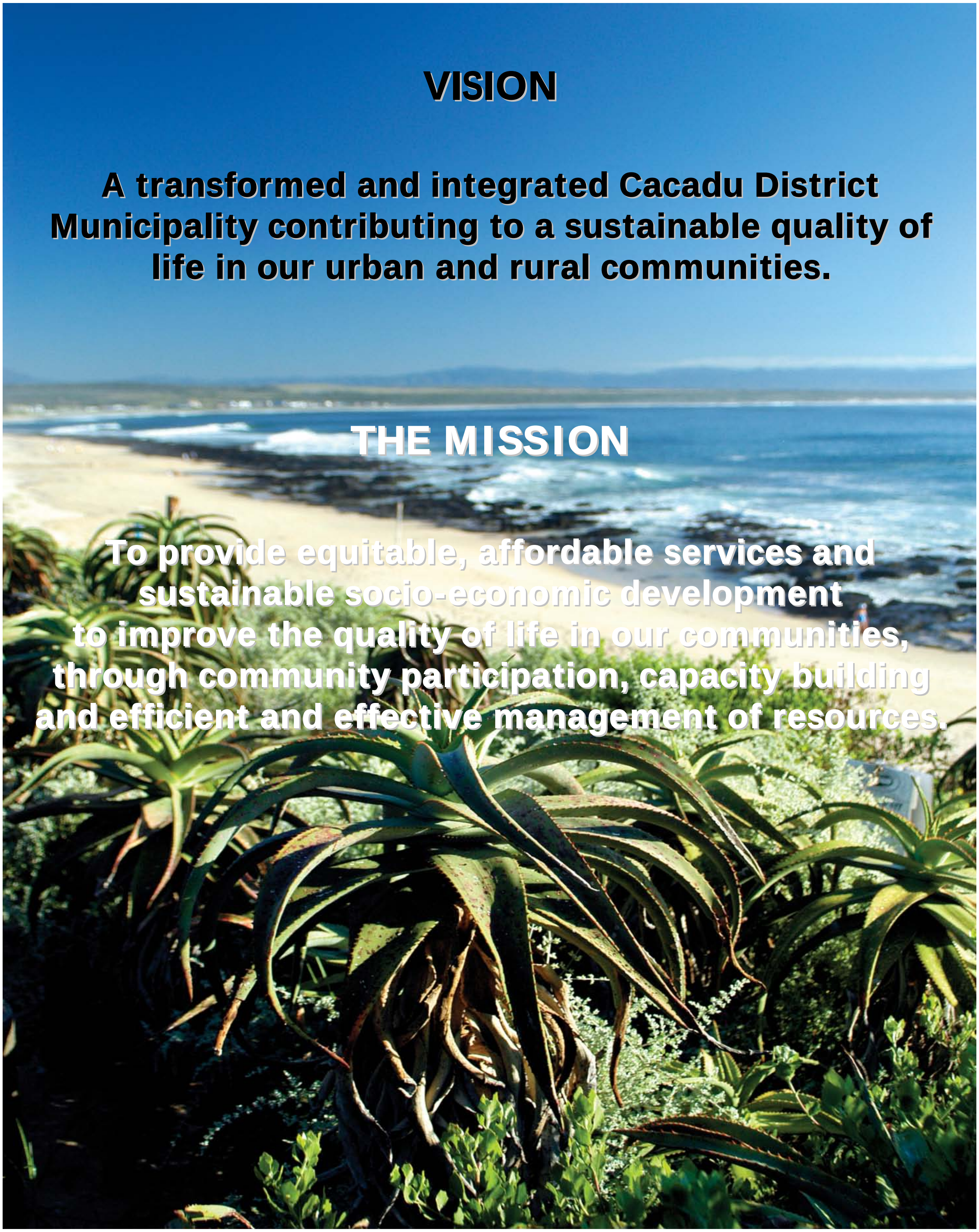
	MUNICIPALITY	MAJOR SETTLEMENTS / TOWNS
EC101	Camdeboo	Graaff-Reinet, Aberdeen, Nieu-Bethesda
EC102	Blue Crane Route	Somerset-East, Cookhouse, Pearston
EC103	Ikwezi	Jansenville, Klipplaat, Waterford, Wolwefontein
EC104	Makana	Grahamstown, Alicedale, Riebeeck-East
EC105	Ndlambe	Port Alfred, Kenton-on-Sea, Bushmans River, Alexandria
EC106	Sundays River Valley	Kirkwood, Addo, Paterson, Glenconner
EC107	Baviaans	Willowmore, Steytlerville, Rietbron, Vondeling
EC108	Kouga	Jeffreys Bay, Humansdorp, Hankey, Patensie, St Francis
EC109	Kou-Kamma	Joubertina, Kareedouw, Louterwater

TABLE 1: LOCAL MUNICIPALITIES, MAJOR SETTLEMENTS / TOWNS

Cacadu District Municipality has the largest number of Category “B” Municipalities in the country.


CACADU DISTRICT MUNICIPALITY
Cacadu
DISTRICT MUNICIPALITY
Province of the Eastern Cape
progress through development
Prepared by Planning Unit
February 2011
Legend
Maintowns
National Road
Main Roads
Metro
Baviaans
Blue Crane Route
Camdeboo
Ikwezi
Kou-Kamma
Kouga
Makana
Ndlambe
Sundays River Valley
SA District Municipality
Sea
Ukhahlamba
Pixley ka Seme
Chris Hani
Central Karoo
Amatole
Eden
Camdeboo
Blue Crane Route
Ikwezi
Cacadu
Baviaans
Makana
Sundays River Valley
Ndlambe
Kou-Kamma
Kouga
Nelson Mandela Bay Metro
Indian Ocean
0
37.5
75
150
Kilometers
N
W
E
S
Alfred Nzo DM
Ukhahlamba DM
Chris Hani DM
Amatole DM
Cacadu DM

VISION AND MISSION OF THE CACADU DISTRICT MUNICIPALITY



VISION

A transformed and integrated Cacadu District Municipality contributing to a sustainable quality of life in our urban and rural communities.

THE MISSION

To provide equitable, affordable services and sustainable socio-economic development to improve the quality of life in our communities, through community participation, capacity building and efficient and effective management of resources.

CHAPTER 1: THE PLANNING PROCESS

1.1 IDP OVERVIEW

This document reflects the Integrated Development Plan (IDP) of Cacadu District Municipality for the 5-year period 2007 – 2012 (review cycle 2010). IDPs are compiled in terms of the requirements of chapter 5 of the Municipal Systems Act (Act 32 of 2000). Section 25 of the Municipal Systems Act (Act 32 of 2000) stipulates that:

"Each municipal council must, within a prescribed period after the start of its elected term, adopt a single inclusive and strategic plan for the development of the municipality which -

(a) links, integrates and co-ordinates plans and takes into account proposals for the development of the municipality;
(b) aligns the resources and capacity of the municipality with the implementation of the plan;
(c) forms the policy framework and general basis on which annual budgets must be based;
(d) complies with the provisions of the Chapter; and
(e) is compatible with National and Provincial development plans and planning requirements binding on the municipality in terms of legislation."

As far as the status of an integrated development plan is concerned Section 35 states that an integrated development plan adopted by the council of a municipality –

"(a) is the principal strategic planning instrument which guides and informs all planning and development, and all decisions with regard to planning, management and development, in the municipality;
(b) binds the municipality in the exercise of its executive authority, except to the extent of any inconsistency between a municipality's integrated development plan and national or provincial legislation, in which case such legislation prevails; and
(c) binds all other persons to the extent that those parts of the integrated development plan that impose duties or affect the rights of those persons have been passed as a by-law".

Section 36 furthermore stipulates that –

"A municipality must give effect to its integrated development plan and conduct its affairs in a manner, which is consistent with its integrated development plan".

1.2 THE CDM IDP REVIEW TO DATE

This document represents the forth review of the CDM's five year IDP (2007-2012). In an attempt to measure how effectively the CDM is addressing its envisaged interventions within the District, a summary is provided under "Section 3.1: Mechanism for reviewing the CDM IDP" which illustrates the CDM's attainment or non-attainment of its stated development priorities and objectives.

The monitoring tool as illustrated under Section 3.1 is therefore to be utilised as a strategic tool from which the CDM's management and political leadership can strategically direct the institution in terms of maintaining the current level of certain interventions and recognising the need to focus on improving in certain identified areas of intervention.

1.3 GUIDING PARAMETERS

Over and above the legislative context as highlighted upon under Chapter 1, there are National, Provincial and District wide guiding policies and frameworks that exist, which the Cacadu District Municipality needs to bear cognisance of. The guiding policies and frameworks of each sphere of government are invariably interlinked in their objective to attain sustainable development, the primary components of which are highlighted below.

- National Policy Directive – Medium Term Strategic Framework (MTSF) :

  In July 2009 the Minister of Planning formulated and distributed a Medium Term Strategic Framework (MTSF) to guide Government Programs in the Electoral Mandate Period between 2009 and 2014.

  The MTSF is intent on guiding planning and resource allocation across all the spheres of government through the identification of ten (10) National Strategic Medium Term Priorities. National, Provincial and Local spheres of government are expected to adapt their planning in line with the Strategic Priorities. As such the CDM has, as part of the 2010 IDP review process, adapted its IDP so as to reflect the national directive as applicable to the Cacadu District. The detailed outcomes of such are contained within Chapter 2 of this document.

- Outcome 9:

  Outcome 9 of the 12 Performance Outcomes as unveiled by the Ministry of Monitoring and Evaluation in February 2010.

  Of the 12 Outcomes, Outcome 9 holds relelvance to District and Local Municipalities as a mechanism to formalize 'A Responsive, accountable, effective and efficient local government system'.

  In order to achieve this goal, Outcome 9 identifies 7 Critical Outputs:

  Output 1: Implement a differentiated approach to municipal financing, planning and support;

  Output 2: Improving Access to Basic Services;

Output 3: Implementation of the Community Work Program;

Output 4: Actions supportive of the human settlement outcomes;

Output 5: Deepen democracy through a refined Ward Committee model;

Output 6: Administrative and financial capability;

Output 7: Single Window Coordination.

The detailed Outputs are contained within Chapter 2 of this document.

- National Policy Directive – The National Spatial Development Perspective (NSDP) :

The NSDP, as developed by the Office of the Presidency, is an indicative tool for development planning in government. Furthermore, the spatial guidelines as contained within the NSDP are increasingly being recognised as tools to:

- Coordinate government action and alignment.
- Maximise overall social and economic impact of government development spending.
- Provide a rigorous base for interpreting strategic direction.

Assumptions contained within the NSDP which ultimately inform the NSDP principles include:

- Location is critical for the poor to exploit opportunities for growth.
- Poor communities concentrated around economic centres have a greater opportunity to gain from economic growth.
- Areas with demonstrated economic potential provide for greater protection due to greater diversity of income sources.
- Areas with demonstrated economic potential are most favourable for overcoming poverty.
- The poor are making rational choices about relocating to areas of opportunity.
- Government needs to ensure that the poor are able to benefit fully from growth and employment in these areas.

Although government is committed to economic growth, employment creation, sustainable service delivery, poverty alleviation and the eradication of historic inequities, infrastructure investment and development spending must be applied in the most cost effective and sustainable manner. In terms of cost effectiveness and sustainability, along with the assumptions as listed above, the NSDP advocates that the varying spheres of government apply the below mentioned principles when making decisions on infrastructure investment and development spending.

- Economic growth is a prerequisite for the achievement of other policy objectives, key among which would be poverty alleviation.
- Government spending on fixed investment, beyond the constitutional obligation to provide basic services to all citizens (such as water, electricity as well as health and educational facilities), should therefore be focused on localities of economic growth and / or economic potential in order to attract Private-sector investment, stimulate sustainable economic activities and / or create long-term employment opportunities.
- Efforts to address past and current social inequalities should focus on people not places. In localities where there are both high levels of poverty and development potential, these could include fixed capital investment beyond basic services to exploit

the potential of those localities. In localities with low development potential, government spending, beyond basic services, should focus on providing social transfers, human resource development and labour market intelligence. This will enable people to become more mobile and migrate, if they choose to, to localities that are more likely to provide sustainable employment or other economic opportunities.

- In order to overcome the spatial distortions of apartheid, future settlement and economic development opportunities should be channelled into activity corridors and nodes that are adjacent to or link the main growth centres.

- **Provincial Policy Framework – Provincial Growth and Development Plan (PGDP):**

The Provincial Growth and Development Plan (PGDP) is designed to deal with the spread and incidence of poverty and unemployment in the Eastern Cape, as well as the spatial inequality between different regions. The Plan, prioritises interventions in three sectors, i.e. manufacturing, agriculture and tourism. Its programmes build on government's existing interventions, particularly those that create jobs and fight poverty. Simultaneously, it intends to redirect government plans and spending towards addressing fundamental problems in the economy.

The PGDP has three core objectives that address the Eastern Cape's most pressing issues, and three foundation objectives that create the conditions and support for development and growth. The three core objectives are:

- Systematic poverty eradication through a holistic, integrated and multi-dimensional approach to pro-poor programming.
- Agrarian transformation and strengthening household food security.
- Consolidation, development and diversification of the manufacturing base and tourism potential.

The foundation objectives are:

- Human resource development.
- Infrastructure development.
- Public sector and institutional transformation.

The PGDP provides the strategic framework, sectoral strategies and programmes aimed at a rapid improvement in the quality of life for the poorest people within the Eastern Cape Province. The objectives for growth and development set in the PGDP therefore guide development objectives of any economic development strategy within the province.

The PGDP is under review. It is currently being translated from a strategic framework into an implementation plan. The office of the Premier will issue an inception report before the end of the 2010/11 financial year.

1.4 CACADU DISTRICT MUNICIPALITY APPROACH

The National Department of Provincial and Local Government published guidelines in 2001 (IDP Guide Packs), describing the IDP process as an issue-driven approach to planning. Emphasis is placed on the analysis phase focusing on understanding priority issues, leading to the development of strategic guidelines. These priority issues are determined through participatory

research and a participatory planning methodology. Ideally, these priority issues become the focal point for determining appropriate development strategies that meet priority issues, the needs of communities and / or stakeholders. On the other hand, it is acknowledged that priority issues do not only emerge by analysing the status quo information, but also through public participation. The ultimate determinant of priority issues that will ultimately form the basis for development strategies and project/programmes is political input.

1.5 IDP / BUDGET WORK SCHEDULE AND DISTRICT FRAMEWORK PLAN

CDM formulated and adopted an IDP/Budget Schedule and a District Framework Plan to serve as a guide to all of its Local Municipalities in preparation for the re-write of the IDPs. The linkage of the IDP and budget has become a legislative requirement. In brief the IDP/Budget Schedule outlines the time frames of scheduled events/activities, co-ordinating structures involved in the process (See Annexure A).

1.6 CACADU DISTRICT MUNICIPALITY IDP STRUCTURES

Five structures have guided the IDP process of the CDM namely:

- Management IDP Support Team
- IDP Steering Committee
- Provincial Department Sector Alignment Meetings
- IDP Representative Forum
- Mayoral Committee

PERSON/STRUCTURE	ROLES & RESPONSIBILITIES
Executive Mayor	• Manage the drafting of the IDP • Assign responsibilities in this regard to the Municipal Manager • Submit an IDP/Budget Schedule • Submit the IDP to the Council for adoption and approval ~ The responsibility for managing the drafting of the IDP was assigned to the Municipal Manager • Chair the IDP Representative Forum
PERSON/STRUCTURE	**ROLES & RESPONSIBILITIES**
Municipal Manager	The Municipal Manager had the following responsibilities, assigned to the Strategic Manager: • Preparation of the IDP/Budget Schedule • Day-to-day management and co-ordination of the IDP process in terms of time, resources and people, and ensuring: ~ The involvement of all relevant role-players, especially officials ~ That time-frames are being adhered to ~ That the planning process is horizontally and vertically aligned and complies with national and provincial requirements ~ That conditions for participation are provided ~ That outcomes are documented ~ Chairing the IDP Steering Committee
IDP Steering Committee	The Steering Committee comprised of a technical working team of dedicated officials to ensure a smooth planning process. The Municipal Manager was responsible for the process but often delegated functions to the officials that formed part of the Steering Committee. It must however be stated that the development and review of the IDP is a collective management effort and not the single responsibility of a particular manager. **Chairperson:**

	Executive Mayor **Members:** Heads of Department Senior Officials Mayoral Committee Members The IDP Steering Committee was responsible for the following: • Commission research studies • Consider and comment on: ~ Inputs from departments (internal) and provincial sector departments ~ Process, summarize and draft outputs • Make recommendations to the Representative Forum • Prepare, facilitate and minute meetings • Prepare and submit reports to the IDP Representative Forum and Mayoral Committee
IDP Representative Forum	District-wide participation took place through a number of related structures. The IDP Representative Forum which was used in the initial IDP was resuscitated for the purpose of review and re-write **Chairperson:** The Executive Mayor or a nominee **Membership:** Invitations were submitted to the same members as the previous year, including the representatives of all 9 Local Municipalities and Provincial Sector Departments.

1.6.1 SCHEDULE OF MEETINGS

	2010	**2011**
IDP Assessment with Prov Sector Depts	7 -10 June	
Budget/IDP Management	Oct	
Sector alignment	2 Dec	
Steering Committee		24 Jan
Rep Forum		3 Feb
Budget Steering Committee		9 Mar
IDP Budget @ Special MC		16 Mar
Budget/IDP Management		Mar
Council to consider draft IDP		23 Mar
Steering Committee		Apr
IDP Budget @ Special MC		16 Apr
Council		23 Apr

1.6.2 SOURCE DOCUMENTS

A number of source documents and policy directives were used to guide the IDP re-write. This was fundamental in achieving integration and ensuring that national and provincial focus areas are reflected in the Cacadu District Municipality's Strategic Plan for the next 5 years.

i) SOURCES (INTERNAL) USED TO GUIDE IDP 2007 – 2012

SOURCE	INSTITUTION	DATE
A 20011/12 Cacadu District IDP Framework	Cacadu District Municipality	2010
A 2010/11 IDP & Budget Schedule	Cacadu District Municipality	2010
20011/12 Process Plan for 9 Cacadu Category B Municipalities	All Local Municipalities in the Cacadu District	2010
Situational Analysis: Economic Growth & Development Strategy	Urban-Econ: Development Economists	2005

Draft Framework: Economic Growth & Development Strategy	Urban-Econ: Development Economists	2005
Integrated Waste Management Plan	Khwezi V3	2008
Area Base Plan / Land Availability Audit	Urban Dynamics EC	2008
CDM Socio Economic Profile	Cacadu District Municipality	2008
Status quo report on water & sanitation backlogs	Cacadu District Municipality	2005
IDP Hearings 2009 – The Panel Report	Department of Provincial & Local Government	2009
Draft "State of the Environment Report"	Cacadu District Municipality	2005
CDM's Annual Report	Cacadu District Municipality	2008

ii) SOURCES (EXTERNAL) USED TO GUIDE IDP 2007 - 2012

NATIONAL POLICY DIRECTIVES

Government's targets for the 2014 are:

- Reduce unemployment by half;
- Reduce poverty by half;
- Provide the skills required by the economy;
- Ensure that all South Africans are able to fully exercise their constitutional rights and enjoy the full dignity of freedom;
- Provide compassionate government service to the people;
- Improve services to achieve a better national health profile and reduction of preventable causes of death, including violent crime and road accidents;
- Significantly reduce the number of serious and priority crimes and cases awaiting trail;
- Position South Africa strategically as an effective force in global relations

Reflections from the State of the Nation Address – February 2010	**Reflections from the State of the Nation Address – February 2011**
• An additional two million children from poor households, aged 15 to 18 years, will benefit from the child support grant • Industrial Policy Action Plan and new focus on green jobs, will build stronger and more labour absorbing industries • Over the next three years government will spend R846 billion on public infrastructure • The work of Departments will be measured by outcomes, developed through a performance monitoring and evaluation system • Committed to five priorities: Education, health, rural development and land reform, creating decent work, and fighting crime	• The Local Government Turnaround Strategy's implementation will be intensified to turn the tide in local government by dealing with backlogs. • The strategy focuses, among others, on the strengthening of basic administrative systems, financial management and customer care. • This year the Government will start procuring power from renewable power producers. • South Africa is gearing up for its biggest-ever census, to be conducted from 9 to 10 October. • The National Icons Program will be launched to identify individuals who have made an enormous contribution in the liberation of our country.

IMPLEMENTATION PLAN FOR THE FIVE-YEAR LOCAL GOVERNMENT STRATEGIC AGENDA (2006 - 2011) DPLG

- **Strategic Priority 1:** Mainstream hands-on support to local government to improve municipal governance, performance and accountability.

KPA 1	~	Municipal transformation and organisation development
KPA 2	~	Basic service delivery
KPA 3	~	Local economic development
KPA 4	~	Municipal financial viability and management
KPA 5	~	Good governance and public participation

- **Strategic Priority 2:** Addressing the structure and governance arrangements of the state in order to better strengthen, support and monitor local government.

- **Strategic Priority 3:** Refine and strengthen the policy, regulatory and fiscal environment for local government and giving greater attention to the enforcement measures.

Accelerated Shared Growth Initiative in South Africa (ASGISA)

- Education and skills development
- Eliminating the second economy
- Human resource training
- Expanded Public Works Programme
- Youth skills training
- Governance and institutional interventions
- Skills problems identified in Project Consolidate
- Deployment of graduates
- Expenditure management

ASGISA mandated DPLG to consider the following in respect of municipalities:

- To improve the capacity of local government to support local economic development
- Intervention in the EPWP
- New elements of EPWP: Early Childhood Development component, home-based care

Joint Initiative on Priority Skills Acquisition (JIPSA)

- Acquisition of intermediate artisan and technical skills for the ASGISA infrastructure development programme.
- Development of ICT (information and communication technology) skills, which is a priority area for ASGISA.
- The recruitment, retraining and employment of unemployed graduates.
- Engineering and planning skills
- Artisan and technical skills, especially in infrastructure development, housing and energy.
- Management capacity in education and health
- Mathematics, science, ICT and language competence in public schooling.

PROVINCIAL POLICY DIRECTIVES

Reflections from the State of the Province Address – February 2010	Reflections from the State of the Province Address – February 2011
⌖ Establishment of Provincial Planning Commission ⌖ Mobilise communities to participate in crime prevention campaigns ⌖ Ensure an efficient & quality health care system ⌖ Address outstanding land claims	⌖ Develop measures aimed at expanding the EPWP ⌖ New investments in the interests of job creation ⌖ Increase in number of surfaced roads ⌖ Improve the Health Profile of the Province ⌖ Lobby for public and private investment in the area ⌖ Formalize Rural Development Initiatives and support

CHAPTER 2: MTSF, OUTCOME 9, ANALYSIS, PRIORITY ISSUES & DEVELOPMENT PRIORITIES

2.1 PART 1: MEDIUM TERM STRATEGIC FRAMEWORK (MTSF) AND OUTCOME 9 OUTPUTS

2.1.1 IDENTIFICATION OF STRATEGIC DEVELOPMENT PRIORITIES

2.1.1.1 INTRODUCTION AND BACKGROUND

Two pivotal Planning Documents provide guidance to the 2011 review of the Cacadu District Municipality's Integrated Development Plan. These are:

i. The Medium Term Strategic Framework (MTSF)
ii. Outcome 9 of the 12 Performance Outcomes as unveiled by the Ministry of Monitoring and Evaluation in February 2010.

i. The Medium Term Strategic Framework

In July 2009 the Minister of Planning formulated and distributed a Medium Term Strategic Framework (MTSF) to guide Government Programs in the Electoral Mandate Period between 2009 and 2014.

The MTSF is intent on guiding planning and resource allocation across all the spheres of government through the identification of ten (10) National Strategic Medium Term Priorities. National, Provincial and Local spheres of government are expected to adapt their planning in line with the Strategic Priorities.

The ten Strategic Priorities are conceptualised and summarized as follows:

1. *Speeding up growth and transforming the economy to create decent work and sustainable livelihoods:*

   The primary objective of this priority is to respond appropriately, promptly and effectively to economic opportunities to ensure that growth in decent employment and income security are reinforced and investment sustained to expand economic capacity and improve competitiveness.

2. *Massive program to build economic and social infrastructure:*

   Continued infrastructure investment program aimed at expanding and improving social and economic infrastructure, transportation, energy, water, sanitation and information and communication infrastructure to increase access to quality and reliable public services and to support economic activities while also considering environmental sustainability and pursuing maximum employment impact.

   Within 12 months of the distribution of the MTSF, government will finalise an integrated infrastructure development strategy. This strategy identifies thirteen

(13) key areas, of which the following hold relevance to the CDM and its nine local municipalities:

2.1 *Creatively accessing resources* from various sources to continue with the economic and social infrastructure program in a manner that supports growth and employment creation; and the involvement of the private sector in financing projects;

2.2 Continue with the program to build, revamp and maintain electricity infrastructure, including generation, distribution and reticulation to ensure sufficiency and sustainability of supply and *development of alternative energy sources*;

2.3 Continuing the program to build and maintain *water infrastructure* to improve reticulation, prevent wastage and *ensure reliable and safe supply for human consumption,* industrial activity and agriculture;

2.4 Implementing formal programs for the development and provision of *suitably located low-cost and affordable housing*;

2.5 In line with the concept of human settlements, and proceeding from the premise that housing provision should promote the building of integrated and sustainable communities, taking active steps to ensure that *human settlement formation does not perpetuate apartheid spatial planning and the marginalisation of the poor from economic opportunities and social and cultural amenities* – critical in this regard will be the finalisation of the Land Use management Bill for immediate implementation;

2.6 Finalising and implementing the program to *ensure universal access to electricity, water and sanitation by 2014 by not only expanding infrastructure but modifying and repairing ageing or inappropriate infrastructure in order to reduce wastage, contamination of natural systems and service disruptions*;

2.7 Developing physical infrastructure in *rural* areas: To address the specific development needs of different rural localities, government will invest in agricultural infrastructure and production services in association with land redistribution and restitution and social infrastructure such as schools, health, water, energy as well as sports and other recreational infrastructure;

2.8 Even while new investments are being undertaken, government will ensure *proper and appropriate investment in and an ongoing program for the maintenance of existing infrastructure*;

2.9 Improving provincial and *local government capacity to plan for and maintain infrastructure* to ensure continued efficient delivery of economic and social services;

2.10 Continuing *programs* to *provide and maintain* health, education, library, sporting, recreation and other social infrastructure.

3. *Comprehensive rural development strategy linked to land and agrarian reform and food security:*

The overall objective of this strategy is to develop and implement a comprehensive strategy of rural development that transcends the false dichotomy between rural and urban and that will meet the needs to improving the quality of life of rural households, and exploiting the varied economic potential that each area enjoys. Key to this strategy is the determination of rural areas. The elements of this strategy include:

3.1 *Aggressive implementation of land reform policies*;

3.2 *Stimulate agricultural production with a view to contributing to food security*;

3.3 *The enhancement of rural livelihoods and rural food security*;

3.4 Improve service delivery to ensure quality of life – increased investment in the delivery of services to *rural areas, including education, health, housing, water, sanitation and energy* – using, where appropriate, alternative technologies to overcome physical and other impediments;

3.5 Implement a development program for rural transport – the formulation of a Rural Transport Program that will aim at promoting rural transport infrastructure and services through coordinated rural nodes and linkages;

3.6 Skills development – financial resources will be committed to develop and run training programs to support rural economies. A database of all farmers and households provided with agricultural support of different kinds will be kept and will receive training and mentoring opportunities;

3.7 Revitalisation of rural towns – Spatially targeted grants will be provided for the revitalization and development of rural towns to serve as service centers for rural economies. This will involve the development of hard and soft infrastructure, including institutional networks for marketing, storage, advisory services, finance and improved agro-logistics;

3.8 Explore and support non-farm economic activities – initiatives need to be devised to support other forms of rural potential, including tourism, light manufacturing and cultural work;

3.9 Institutional capacity development – achieving better development outcomes in rural areas will require improved alignment of the efforts of rural local government, nation and provincial departments and other public agencies.

4. *Strengthen the skills and human resource base:*

This strategy recognizes the importance of skills and education to enable every member of society to realise his / her potential and participate in social and economic life – and thus contribute to the reduction of inequality – the objective is to focus skills and education systems towards the delivery of quality outcomes.

5. *Improve the health profile of all South Africans:*

A central goal of the MTSF is to improve access to health services and achieve better clinical and patient outcomes from the public health system. There is a clear drive towards reducing inequalities in the health system, improving the quality of care and public facilities, boost human resources and extend the fight against HIV and AIDS, TB and other communicable diseases. Life-style awareness and real causes of ill-health and mortality are essential to this target.

6. *Intensify the fight against crime and corruption:*

Government is determined to curb the levels of crime and corruption in the country. Critical in this regard is the involvement of individuals and communities in the fight against crime.

7. *Build cohesive, caring and sustainable communities:*

Social cohesion is broadly defined as that which gives members of a society the capacity to cooperate in ways that create the possibility for positive change. It is an element required to achieve development success. Inequalities of conditions such as wealth, income, education, health and opportunity are limiting the potential for success of the broader South African community. Within the MTSF period, government aims to meet their target of:

- Halving poverty and unemployment by 2014;
- Strengthen human capabilities;
- Promote shared values and social solidarity;
- Strive to reduce overall inequality.

8. *Pursuing African advancement and enhanced international cooperation:*

The main goal of our government for the medium term is to ensure that South Africa's foreign relations contribute to the creation of an environment conducive for economic growth and development, especially in Africa and other developing countries.

9. *Sustainable Resource Management and Use:*

South Africa, like the rest of the world, is vulnerable to the impacts of climate change, biodiversity loss and diminishing water resources. To fulfill its obligations to both current and future generations, South Africa ratified the United Nations Framework on Climate Change in August 1997 and acceded to the Kyoto Protocol in March 2002. The main objective of government is to encourage sustainable resource management and use by focusing on various interventions including:

- The pursuance of renewable energy alternatives and promotion of energy efficiency;
- Adopting waste reduction practices by encouraging the re-use of waste outputs as productive inputs;

- Enforcing zero tolerance to illegal and unsustainable exploitation of resources;
- Improving air and atmospheric quality for health and well being of citizens;
- Supporting local and sustainable food production;
- Sustainable water use and preserving quality of drinking water;
- Enhancing biodiversity and the preservation of natural habitats.

10. *Building a developmental state including improvement of public services and strengthening democratic institutions:*

The MTSF promotes the further strengthening of the capacity of all spheres of government to:

- Improve the delivery and quality of public services;
- Promote a culture of transparent, honest and compassionate public service;
- Build partnerships with society for equitable development;
- Strengthen democratic institutions.

ii. Outcome 9:

In February 2010, the Ministry of Monitoring and Evaluation formulated and presented 12 Outcomes that reflect government's delivery and implementation plans for its foremost priorities up to 2014.

Of the 12 Outcomes, Outcome 9 holds reference to District and Local Municipalities as a mechanism to formalize 'A Responsive, accountable, effective and efficient local government system'.

In order to achieve this goal, Outcome 9 identifies 7 Critical Outputs:

Output 1: Implement a differentiated approach to municipal financing, planning and support;

Output 2: Improving Access to Basic Services;

Output 3: Implementation of the Community Work Program;

Output 4: Actions supportive of the human settlement outcomes;

Output 5: Deepen democracy through a refined Ward Committee model;

Output 6: Administrative and financial capability;

Output 7: Single Window Coordination

2.1.1.2 STRATEGIC PRIORITIES FOR THE CDM

The MTSF's Strategic Priorities and the Outputs of Outcome 9 are to influence District and Local Planning as per national directive. While each priority may not have a distinct application in the Cacadu District, efforts need to be made to ensure that strategic and development planning reflects the current political directives.

In this regard, an analysis of the nine (9) Local Municipalities' IDP's and associated annexures was undertaken in terms of the MTSF Matrix and Outcome 9 outputs.

Documents that were analyzed in terms of this methodology include the Local Municipalities':

- IDP 2010 Review;
- Spatial Development Plan;
- Area Based Plan;
- Turnaround Strategy;
- Integrated Waste Management Plan;
- Tourism Master Plan;
- LED Strategy;
- Socio-economic Profile;
- Water Services Development Plan.

The purpose of the analysis serves to:

- Align National Strategic Priorities with those of local government and identify challenges and opportunities;
- Provide a strategic basis for proactive intervention and project formulation on a District level;
- Identify opportunities for inter and intra-departmental co-operation.

2.1.1.2.1 Key Focus Areas:

The following table comprises a cross-cutting summary of the findings of the Local Municipal MTSF Analysis as aligned with the Outcome 9 Outputs:

MTSF STRATEGIC PRIORITY	KEY FOCUS AREA
OUTCOME 9: OUTPUT 1: IMPLEMENT A DIFFERENTIATED APPROACH TO MUNICIPAL FINANCING, PLANNING AND SUPPORT	
Sustainable Resource Management and Use	• Land Use Planning needs to reflect protection and regeneration of the natural environment; • Sustainable agricultural practices need to be complimented with nature conservation interventions; • Waste minimization practices require implementation; • Climate change should be considered in project planning initiatives as this holds consequences for the tourism and agricultural economic base of the District; • Water conservation and demand management need to be incorporated into project planning; • Conservation of natural resources should be incorporated into Land Use Management Guidelines.
OUTCOME 9: OUTPUT 2: IMPROVE ACCESS TO BASIC SERVICES	
Massive program to build economic and social infrastructure	• Drought and poor water quality impact on the success of LMs as Water Services Authorities; • Staff numbers and capacity impact negatively on the provision of services – primarily housing and water; • Public Education campaigns are required in relation to water conservation and waste recycling; • The provision of water and sanitation services impact heavily on the tourism industry and related economies; • Access to banking facilities is highlighted as a priority;

	• The identification of suitable land for housing is identified as a delaying factor in service provision.
Improve the health profile of all South Africans	• Hospital care and ambulance services are identified as challenges; • Number of clinic staff need to be assessed with relevance to the size of the communities that they serve; • Accurate health related statistics are not readily obtained; • Seasonal employment increases pressure on clinic staff; • A strategy is required on the facilitating of health access to vulnerable groups.
OUTCOME 9: OUTPUT 3: IMPLEMENT THE COMMUNITY WORK PROGRAM AND COOPERATIVES SUPPORTED	
Strengthen skills and human resource base	• The need was identified for a skills audit per LM relevant to the dominant economic sectors in the area; • Need identified for LMs to actively manage existing agricultural resources with a particular focus on commonage land; • Ensure that the appropriate people participate in training programs that will make them marketable and employable; • Provide learnership opportunities for unemployed graduates to improve their skills base.
Speeding up growth and transforming the economy to create decent work and sustainable livelihoods	• The tourism sector is not fully exploited; • There is a perception that agricultural employment is poorly paid and exploitative; • The opportunity was identified for a District-wide LED Interactive Forum; • Increasing population sizes are not coupled with increasing economic opportunities; • The exploration of alternative agricultural opportunities (as identified in LM LED Plans) is proposed; • A district wide formalization of the relationship with the Department of Agriculture, Forestry and Fisheries is identified; • LED strategies need to be combined with training and capacity building programs; • Programs are required to develop and mentor SMME's; • Municipal infrastructure operational and maintenance planning needs to take industrial expansion and tourism into account to secure local economic benefits; • Waste recycling initiatives require support and encouragement in order to entrench the practice in the economy and social identity of the area.
OUTCOME 9: OUTPUT 4: ACTIONS SUPPORTIVE OF HUMAN SETTLEMENT OUTCOMES	
Comprehensive rural development strategy linked to land and agrarian reform and food security	• The National land redistribution program is regarded as a slow process that lacks post-implementation support; • Project sustainability is challenging and marred by the beneficiaries' lack of farming skills, education, insufficient government support, low profit margins and lack of access to markets; • Agriculture is the dominant economic activity in the majority of LMs; • An agrarian reform and food security plan needs to be devised that holds specific relevance to the unique land tenure and use arrangements in the LMs; • Unfair labour practices, farm evictions and preferential employment need to be monitored and victims are to be educated on recourse options; • Informed spatial planning can accommodate new land demands, land use challenges and support initiatives.
OUTCOME 9: OUTPUT 5: DEEPEN DEMOCRACY THROUGH A REFINED WARD COMMITTEE MODEL	
Build cohesive, caring and sustainable communities	• The need was identified for the formulation of public participation structure / model that is suitable for rural / spatially dispersed areas; • LMs could also benefit from the identification of key community organizations and the formulation of joint capacity building and supportive interventions; • Indigent registers require updating including an assurance that the document is credible; • A focus is required on youth development; • There is a need to focus on raising awareness of the range of funding programs available in various institutions in order to broaden the scope for economic development opportunities; • Improve mechanism of communication with communities through development programs which seek to enhance and strengthen the role of ward committees.
OUTCOME 9: OUTPUT 6: IMPROVE MUNICIPAL FINANCIAL AND ADMINISTRATIVE CAPACITY	
Building a developmental state including the improvement of public services and strengthening	• Formulation and adoption of a Fraud Prevention Plan; • Implementation of Performance Management Systems and schedule of regular

of democratic institutions	assessments; • Revision of Capital Investment Frameworks; • Develop a Human Resource Strategy that focuses on staff development and improvement as opposed to service provider appointment.
OUTCOME 9: OUTPUT 7: SINGLE WINDOW OF COORDINATION	
	• Opportunities to be identified to develop and establish the coordination role of the District Municipality.
OTHER MTSF PRIORITIES NOT CATERED FOR IN OUTCOME 9 OUTPUTS	
Pursing African advancement and enhanced international cooperation	• LM documents are generally silent on this issue; • It can be inferred that this is a District competency to be pursued on behalf of and in the interests of the Local Municipalities.

It is with these Focus Areas in mind that the District Analysis is considered.

2.2 PART 2: ANALYSIS

2.2.1 DEMOGRAPHICS

The South African National Census of 2001 is the most recent recognised source of South African statistical information, undertaken by Statistics South Africa (Stats SA) in October 2001.

The census determined the country's population as 44.8 million and Cacadu's population to be 369 782.

Undeniably, these statistics are outdated and will remain so until the next official census scheduled for 2011. The 2011 Census is committed to the improvement of the population register and the insurance that statistics are accurate, comprehensive and secure.

Despite the recognition of the 2001 data as an outdated source, it remains the official resource for generating statistical outputs. This is admittedly a shortcoming of any national or district demographic analysis.

With this in mind, the CDM has undertaken to access the following alternative and more recent demographic resources to provide a comparative analysis against the outdated 2001 Census figures, namely:

- Information obtained from the 2003 the Eastern Cape Socio Consultative Council (ECSECC) survey;
- Information obtained from the 2004 district economic growth and development strategy as undertaken by the Urban Econ Group;
- Information obtained from the Global Insight Group reflecting projected population estimates as per 2008.

Table: 2.1 Population Estimates from different sources

Source	Estimated Population
STATS SA 1996 Census	369 782
STATS SA 2001 Census	388 210
ECSECC 2003	428 767
Urban Econ. Group 2004	438 800
Global Insight Database 2008	412 956

The Global Insight Database (GID) forms the basis of the CDM's IDP Analysis as the most recent statistical resource available.

i) District and Local Population Distribution:

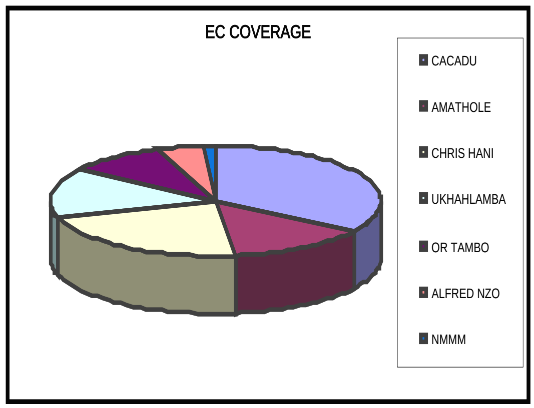
The Cacadu District covers approximately one third of the Eastern Cape's land area, however it only houses 5.4% of the provinces' population, with an average distribution of seven people per square kilometer. Only 22% of houses are informal, and 2/3 of households have potable water and a flush toilet or pit latrine on site.

Conditions are worse in the small towns of the interior where poverty can be severe, compounded by isolation from the mainstream economy[1].

It must however be noted that poverty is defined not only by levels of unemployment, but also characterized by a lack of access to, for instance, education, health care, and basic services including water and sanitation.

Table 2.2 : Eastern Cape District Municipality population area coverage & densities

MUNICIPALITY	POPULATION	AREA (Km^2)	DENSITY
CACADU	388 206	58 266	6,7
AMATHOLE	1 664 079	23 645	70,4
CHRIS HANI	809 984	36 956	21,9
UKHAHLAMBA	342 436	25 376	13,5
OR TAMBO	1 676 592	15 853	105,8
ALFRED NZO	549 687	7 976	68,9
NMMM	1 005 779	1 969	510,8
TOTAL EC	**6 436 763**	**170 041**	**37,9**



Source: POPULATION CENSUS FIGURES: 2001

The MTSF denotes the move away from an urban / rural dichotomy which entrenches the ideologies of poverty and wealth distribution and associated access to resources.

The Cacadu area consists of a predominantly rural or agricultural base but differs from the mainstream 'rural' definition that refers primarily to the former homelands.

[1] www.ecprov.gov.za/

The Cacadu scenario requires an alternative conceptualization of population placement that can be related to economic opportunity. Thus, it can be stated that the Cacadu population distribution varies spatially based predominantly on coastal and inland placements, with the inland settlements of Graaff-Reinet and Grahamstown being the exception.

Population concentrations are in Makana, Kouga and Ndlambe, with more than 50% of residents in the District residing in these Municipalities. The remaining Municipalities all have less than 50 000 inhabitants per Municipality.

One explanation for this distribution is the variation in land types, agricultural practices and associated income generating opportunities that are characteristic of Cacadu's inland and coastal areas.

A. Inland Areas:

Inland areas are typically characterized by a Karoo landmass which restricts agricultural production to extensive practices[2]. Extensive farming (as opposed to intensive farming) is an agricultural production system that uses small inputs of labour, fertilizers, and capital, relative to the land area being farmed.

With reference to 'inland' Cacadu, this results in typically *low* population densities and *scattered small* inland towns as employment opportunities are fewer and the demand for commercial infrastructure, less[3].

These areas are further characterized by rural depopulation which describes the movement of people to the more densely populated 'coastal' centers in search of improved economic opportunities.

Concerns associated with these low populated areas are that it becomes costly to initiate the development of new infrastructure that adequately supports residents. As a result, low populated areas generally result in low livability due to:

- Long transport distances to work;
- Low-density housing;
- Inadequate facilities eg: health, recreational, entertainment;
- Poor rates base to maintain and improve infrastructure.

Further in this regard is that lower population densities do not lessen the demand for infrastructure establishment and maintenance. These areas require housing, transport, health, education, community and safety services in the same manner as more densely populated areas.

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[2] Extensive farming most commonly refers to sheep and cattle farming in areas with low agricultural productivity

[3] Note that Graaff-Reinet and Grahamstown are exceptions as discussed below.

If infrastructure grant allocation is dependent on population size, Cacadu and its associated local municipalities will continue to struggle to meet the needs of these sparsely populated areas.

B: Coastal Areas, Grahamstown and Graaff-Reinet:

Coastal areas are characterized by higher population densities primarily due to the prevalence of intensive agricultural practices[4] which are encouraged by the higher coastal rainfall and associated fertile soils and the increased tourism potential of seaside-towns. These areas portray an urban bias which serve to attract residents from the lesser populated 'rural' areas in the search of economic opportunities and improved access to services

Grahamstown is an exception to this rule in the Cacadu area. This inland town is regarded as an economic hub due to the intensive stock farming enterprises in the area and the associated economic spin-offs in terms of employment. Further, Grahamstown is a 'University Town' which supports a large student base and academic staff. These factors create demands for more elaborate social and economic infrastructure.

Graaff-Reinet is a further exception as it serves as the primary settlement within the Karoo providing a full range of services to the surrounding Karoo towns and broader rural area.

ii. Population Size per Local Municipality:

As part of the situational analysis for determining the backlogs in the Cacadu District Municipality in 2005, an exercise was conducted to verify population and household figures at ward level. The total result varied throughout, with the most significant variation being in the Makana Local Municipality.

Table 2.3: Population Statistics per Local Municipality 2001, 2005 and 2008

Local Municipality	Major Settlements	Comparable Statistics		
		Census (2001)	LM Survey (2005)	Global Insight (2008)
Camdeboo	Graaff-Reinet, Aberdeen, Nieu-Bethesda	44 366	51 601	44 352
Blue Crane	Somerset East, Cookhouse, Pearston	36 384	36 798	36 107
Ikwezi	Jansenville, Klipplaat, Waterford, Wolwefontein	10 366	9 144	10 423
Makana	Grahamstown, Alicedale, Riebeeck-East	74 527	140 120	74 561
Ndlambe	Port Alfred, Kenton-on-Sea, Bushmans River, Alexandria	55 471	58 927	44 352
Sundays River Valley	Kirkwood, Addo, Paterson, Glenconner	41 464	61 003	37 384
Baviaans	Willowmore, Steytlerville, Rietbron, Vondeling	15 338	16 522	15 686
Kouga	Jeffreys Bay, Humansdorp, Hankey, Patensie, St Francis	70 482	88 254	80 459
Koukamma	Joubertina, Kareedouw, Louterwater	34 289	45 464	40 674
TOTAL		**389 296**	**510 025**	**412 956**

[4] Intensive farming or intensive agriculture is an agricultural production system characterized by the high inputs of capital, labour or heavy usage of technologies such as pesticides and chemical fertilizers relative to land area.

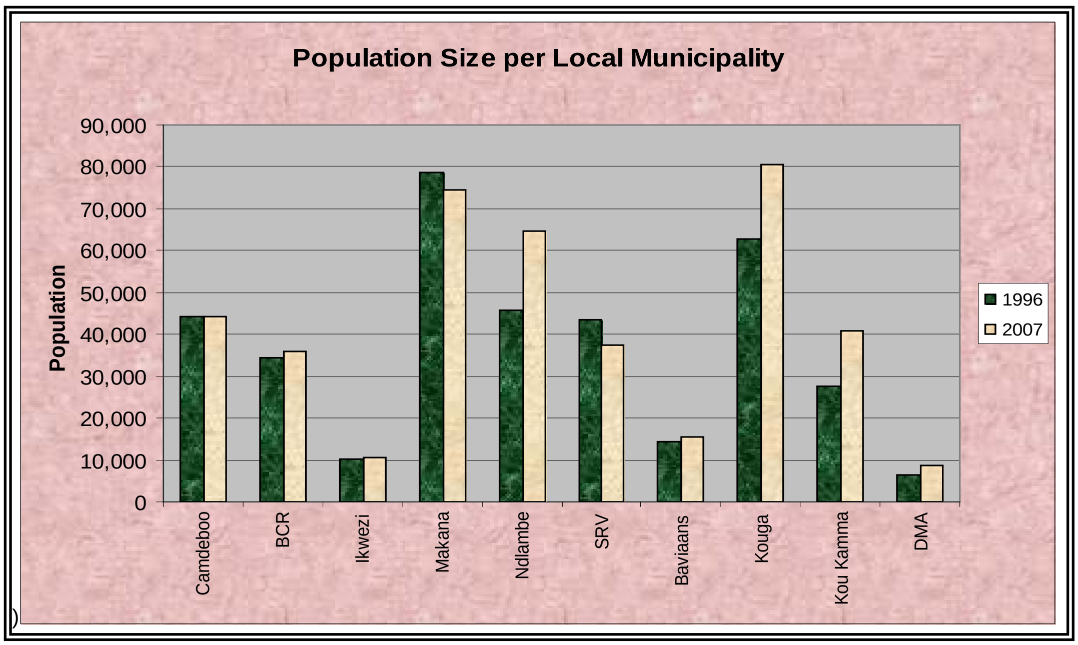
The significant difference in Makana could be attributed to the amount of informal settlement taking place in the town as a result of general urbanisation and farm evictions. These numbers are a particular concern as they have a direct impact on Grant Funding allocations. The population variation in Makana is acknowledged.

District population size disparities as indicated in the table above are only likely to be resolved with the release of finalized Census 2011 statistics.

According to the GID, increased population size is prominent within the Local Municipalities of Kou-Kamma, Ndlambe and Kouga which by implication will shape and influence how the District and Local Municipalities should provide for future infrastructural and service related operations and maintenance.

The average number of household members in the Cacadu District according to census figures, is 3.7 members, the highest being in Camdeboo (4.2).

Figure 2.1: Population Size per Local Municipality



Source: Global Insight (2008)

iii) Population Growth Rate:

According to the GID, the average growth rate of the Cacadu District is estimated at 1.1%, which is higher than the Provincial growth rate, estimated at 0.3% and slightly lower than the National growth rate of 1.2%.

There has been a significant decrease in the growth rate of the District between 1996 (2.6%) to 2007 (1.1%).

There is a correlation between the concentration of people and population growth trends, with Makana, Kouga & Ndlambe experiencing the most significant increases between

1996 and 2007. Camdeboo and Sundays River Valley have also experienced increases over this period.

iv) Cacadu's 'Coastal Shift' and impact for Spatial Planning:

It is proposed that Cacadu's reduced population growth rate is strongly attributed to internal and external urban migration. The phenomenon of rural depopulation is common in developing countries, where many people in the 'rural areas' live below the poverty line.

In rural areas it is difficult to improve one's standard of living beyond basic sustenance. Farm living is dependent on unpredictable environmental conditions, and in times of drought, flood or pestilence, favourable livelihoods are difficult to sustain. Rural occupants tend to migrate to urban areas in search of:

- Employment;
- Improved economic opportunities;
- Education;
- Housing;
- Social services, etc.

The following trends are indicative of an 'urban shift' (or in the case of Cacadu, a 'coastal shift') within and outside of the Cacadu District:

- An increase of the number of people in the district living in poverty (from 39.6% in 1996 to 42.0% in 2007);

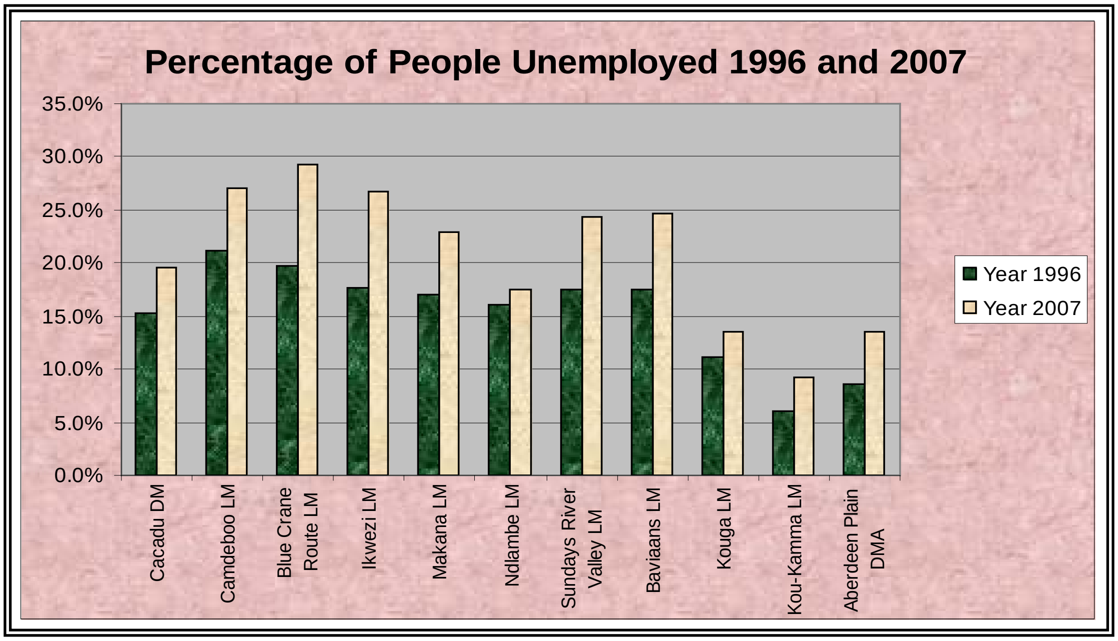
Figure 2.2: % People Living in Poverty 1996 and 2007



Source: Global Insight (2008)

- An increase in unemployment (from 15.3% in 1996 to 19.6% in 2007);

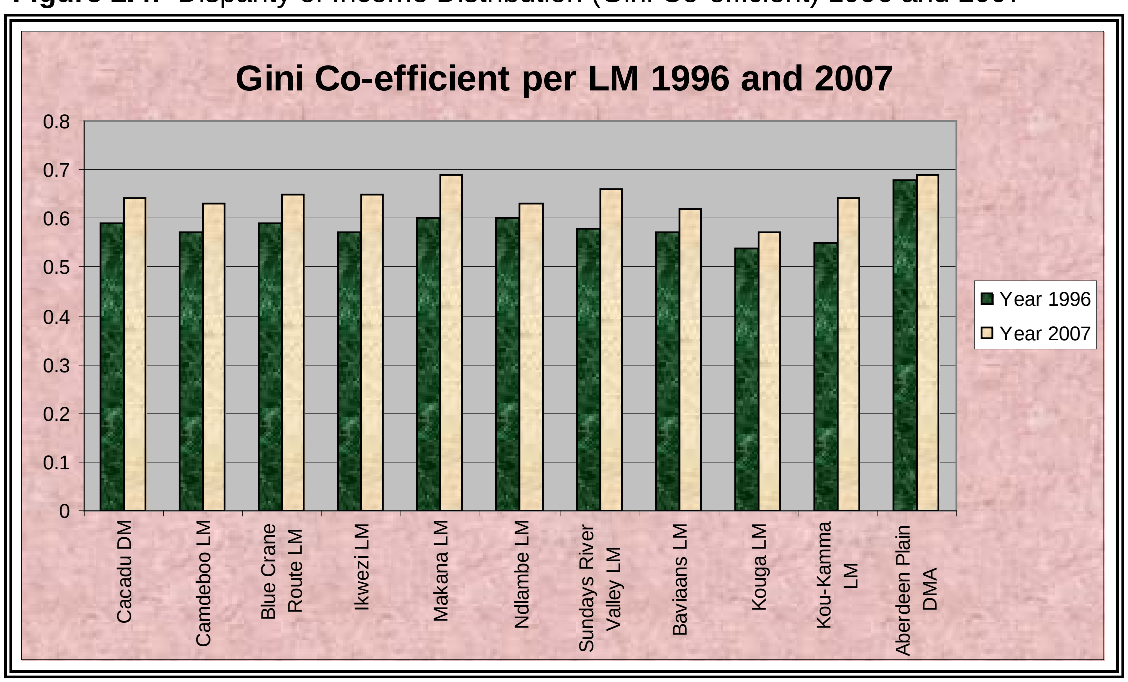
Figure 2.3: People Unemployed 1996 and 2007



Source: Global Insight (2008)

- An increase in the disparity of income distribution (from 0.52 in 1996 to 0.64 in 2007)[5].

Figure 2.4: Disparity of Income Distribution (Gini Co-efficient) 1996 and 2007



Source: Global Insight (2008)

[5] Measured by means of the Gini Coefficient.

Locally, internal migration trends are predominantly towards the more affluent centres of Makana, Kouga and Ndlambe, presumably by people in search of improved economic opportunities.

Migration trends increase the number of people seeking employment, demand for housing and other associated services in more secure economic areas.

Living in larger cities permits individuals and families to take advantage of the opportunities of proximity, diversity, and marketplace competition. Rural migrants are attracted by the possibilities that larger cities can offer, but can find themselves in informal settlements and experience extreme poverty.

Migration trends need to be studied and formulated as a planned phenomenon to prevent urban sprawl and the perpetuation of impoverishment. The MTSF stipulates that effective and efficient urban management and development should provide impetus to employment and economic growth opportunities.

Statistical trends of migration within the Cacadu area should be used to influence the Spatial Development Frameworks of affected local municipalities to ensure that correct measures are in place to accommodate an anticipated influx.

Further, interventions are required in the predomiant economic sectors of the District (Agriculture and Tourism) to curb the indicated exodus and support sustainable rural livelihoods.

v) Population Size, Growth and Service Delivery:

Current trends as outlined above portray a challenging arena for service delivery with predominantly large and lightly populated areas balanced by the demand for acceptable infrastructure.

It is important to note that the low population densities do not lessen the demand for social infrastructure establishment and maintenance.

vi) Employment Trends:

According to STATSA, South Africa's unemployment rate has declined from 23.1% in 2008 to 21.9% April 2009.

The unemployment rate in Cacadu also declined between 2006 (32.1 %) and 2007 (31.4%) as indicated in the graph over leaf.

The Cacadu unemployment rate however remains substantially higher than the South African average. The rate of unemployment in Cacadu can be compared to other African Countries of Cameroon and Equatorial Guinea both of whom hold an unemployment rate of 30%.

Figure 2.5: Unemployment Rate 1996 to 2007



Source: Global Insight (2008)

According to the GID the unemployment rate has increased from 28.9% in 1996 to 31.4% in 2007 as indicated in the graph above.

Unemployment in Cacadu is coupled with slow job growth. Cacadu specific industries are limited with little expansion and or revitalization plans. This situation has resulted in the obvious increase in the number of job seekers. The increasing numbers of unemployed residents erodes the private income source of service provision and increases the demand for social services.

An economy with high unemployment is not utilising all of the labour resources available to it and is thus operating below its productive potential. Such an economy could have higher outputs if all of the available workforce were gainfully employed in industrious enterprises.

The MTSF calls specifically for efforts to be taken to identify and enhance existing economic opportunities in the interests of work creation and sustainable livelihoods.

The current situation in Cacadu requires:

- The mobilisation of existing industries to increase production or add value to existing products;
- The investigation and establishment of new or alternative production industries;
- Labour to become skilled in providing the services required by existing industries;
- A drive to establish and support gainful self-employment;
- The establishment of a commited work ethic.

Longterm unemployment has negative effects beyond impoverishment and social dependency of the jobless. These include:

- During a long period of unemployment, workers can lose their skills, causing a loss of human capital[6];
- Being unemployed can also reduce the life expectancy of workers by approximately 7 years;
- High unemployment can encourage xenophobia as workers fear that foreigners could occupy available positions.

<u>A. Unemployment and Poverty:</u>

Poverty, arising from unemployment, remains unusually high in South Africa compared to other middle-income developing countries.

The Eastern Cape has the highest poverty rate[7] in South Africa, calculated at 68.7% in 2005. Cacadu's poverty rate is calculated at 57.9%[8].
Sincere cognizance needs to be taken of the relationship between poverty and unemployment and the impact that the increasing unemployment rate could have on the:

- Demand for social grants;
- Depleting rates base of the district;
- Rural depopulation.

vii) CDM's Economic Base:

Cacadu ranks as a third largest economy of the province. The two predominant economic sectors within the District are agriculture and tourism.

The following section attempts to gauge the current and potential impact of these industries on the immediate spatial setting and surrounds.

<u>A. Agriculture, the Economy and Social Impact:</u>

Agriculture dominates the district's economy, contributing 28% of all value added and amounting to 41% of formal employment.

Small-stock farming predominates in the dry Karoo interior. This is the centre of wool and mohair farming in the Eastern Cape. Karoo mutton is known for its high quality and is also exported. Cattle and dairy farming are dominant in the areas around Grahamstown, Cookhouse, Alexandria and Humansdorp. Stock production has seen a

[6] Source: "Resolution concerning statistics of the economically active population, employment, unemployment and underemployment, adopted by the Thirteenth International Conference of Labour Statisticians (October 1982)"

[7] The poverty rate refers to the proportion of people in a particular group or area falling below the poverty line.

[8] Source: "A profile of the Eastern Cape Province: Demographics, poverty, inequality and unemployment" Elsenburg (August, 2005)

decline in the past decade, primarily as a result of game farm establishment and the expansion of the Addo National Elephant Park.

Game reserves are now a major industry within the district and contribute to the other prominent economic sector of the area, namely tourism.

The Langkloof valley is home to deciduous and stone fruit production. Major citrus farming areas are irrigated from the Sundays and Fish Rivers. Fruit is exported through Port Elizabeth. Commercial forestry is established around Tsitsikamma and Grahamstown. A small fishing industry operates from St Francis, centered on rock lobster.

Manufacturing, focused on agro-processing, is a relatively small sector, providing only 10% of value added and 7% of employment.

Agro-processing is currently limited to food and dairy. Furniture production is present in the larger towns of Grahamstown and Humansdorp. Small businesses and craft co-operatives in district towns focus on specialty products ranging from hand knitted mohair items to essential oils.
Taking into account the dominant economic role of agriculture within the Cacadu District, it is important to note the following social issues:

- Agricultural households generally have a lower income level than non-agricultural households;
- Agricultural households often reside in rural areas and are isolated from the more lucrative employment opportunities in urban areas;
- Rural infrastructure and services are generally poor due to a sparsely located populace and low revenue.

The main challenges of the Cacadu District in terms of monopolizing the impact of the agricultural sector are to:

- Expand formal agricultural production;
- Reduce the dependency of the economy on 'pure' agriculture by establishing agro-processing industries[9];
- Consolidate and expand the small specialist industries to benefit from formalized marketing campaigns and product and skills development initiatives.

B. Tourism, the Economy and Social Impact:

Tourism is well established in Cacadu. Tourism attractions include the well-known Tsitsikamma National Park, the Baviaanskloof Mega-Reserve (a World Heritage Site) and the Addo Elephant National Park and the coastal resorts of Jeffrey's Bay and Port Alfred. Farm tourism is beginning to develop in the Karoo, and Graaff-Reinet is commonly visited for its history and architecture.

[9] Agro-processing refers to the process or action taken by manufacturers of changing raw agricultural products into consumable entities. These actions could include: cutting, milling, fermenting, roasting, blending, drying, extracting etc.

This economic sector has massive potential for growth. The Addo and Baviaans Parks and the Fish River reserve are expanding, and will increase the attraction of game reserves in the district with economic spin-offs in terms of retail, accommodation, hospitality etc.

According to the Cacadu District Municipality's Tourism Master Plan, it can be calculated that tourism contributes as follows to the local economy:

- R 2 676 000.00 in direct tourism income;
- R 6 803 000.00 contribution to the Gross Domestic Product (GDP) by the tourism sector;
- R 1 012 200 000.00 total economic activity generated by tourism;
- Supports 1 936 jobs in the tourism industry;
- Supports a total of 4 413 jobs within the tourism economy;
- Supports the equivalent of 294 SMMEs in the tourism economy.

Socially, tourism has positive and negative impacts on the accommodating areas. Potential positive impacts of tourism include:

- Improvement in local living standards due to increased job opportunities associated with the tourism industry;
- The potential to establish tourism related SMME's in response to new markets for local products;
- The improvement of local infrastructure and services, improved retail, recreation and cultural facilities supported by an increase in municipal revenue derived from tourism activities and the demand for higher service standards by national and international tourists;
- Improvement in skills levels to satisfy the needs of the tourism industry and economy;
- The provision of an attractive, clean and unpolluted environment for tourists and residents alike;
- Improved conservation of local heritage, culture and resources.

The following positive social impacts of tourism have been recorded within Cacadu:

- Improvement in skills and education through training in tourism and hospitality – examples include: The Wilderness Foundation / Umzi Wethu Training Academy for Displaced Youth, the SA College for Tourism and the 3-year EISS BCOM in Hospitality Management;
- Improvement in economic circumstances through improved income from tourism employment;
- Improved employment of women.

Specific negative impacts of the tourism industry in Cacadu are:

- Petty crime and begging, specifically targeting tourists and tourist sites;
- Potential marginalization of older / poorly literate individuals from the tourism economy;
- Community disenchantment and resentment. Some local residents feel excluded from the tourism sector. According to the Master Plan, this is largely because excursions into the townships have not been developed. However, this sentiment may be reinforced by the fact the tourism areas remain unaffordable and inaccessible by local towns people. Participation in this sector, through employment and / or product supply could amend this situation.

C. Other relevant Minor Economies:

Government services play a significant role in the economy, providing 28% of added value and 23% of formal employment.

viii) Statistical Correlations:

A: The Spatial Distribution of Social Wellbeing:

The Human Development Index serves to measure social and economic wellbeing by combining and evaluating the following indicators:

- Life expectancy;
- Educational attainment; and
- Income.

The Human Development Index (HDI) sets a minimum and a maximum for each dimension, called goalposts, and then shows where a country stands in relation to these goalposts, expressed as a value between 0 and 1.

The *educational component* of the HDI is comprised of adult literacy rates and the combined gross enrolment ratio for primary, secondary and tertiary schooling, weighted to give adult literacy more significance in the statistic.

The *life expectancy component* of the HDI is calculated using a minimum value for life expectancy of 25 years and maximum value of 85 years, so the longevity component for a country where life expectancy is 55 years would be 0.5.

For the *income component*, the goalpost for minimum income is $100 purchasing power parity[10] (PPP) and the maximum is $40,000 (PPP).

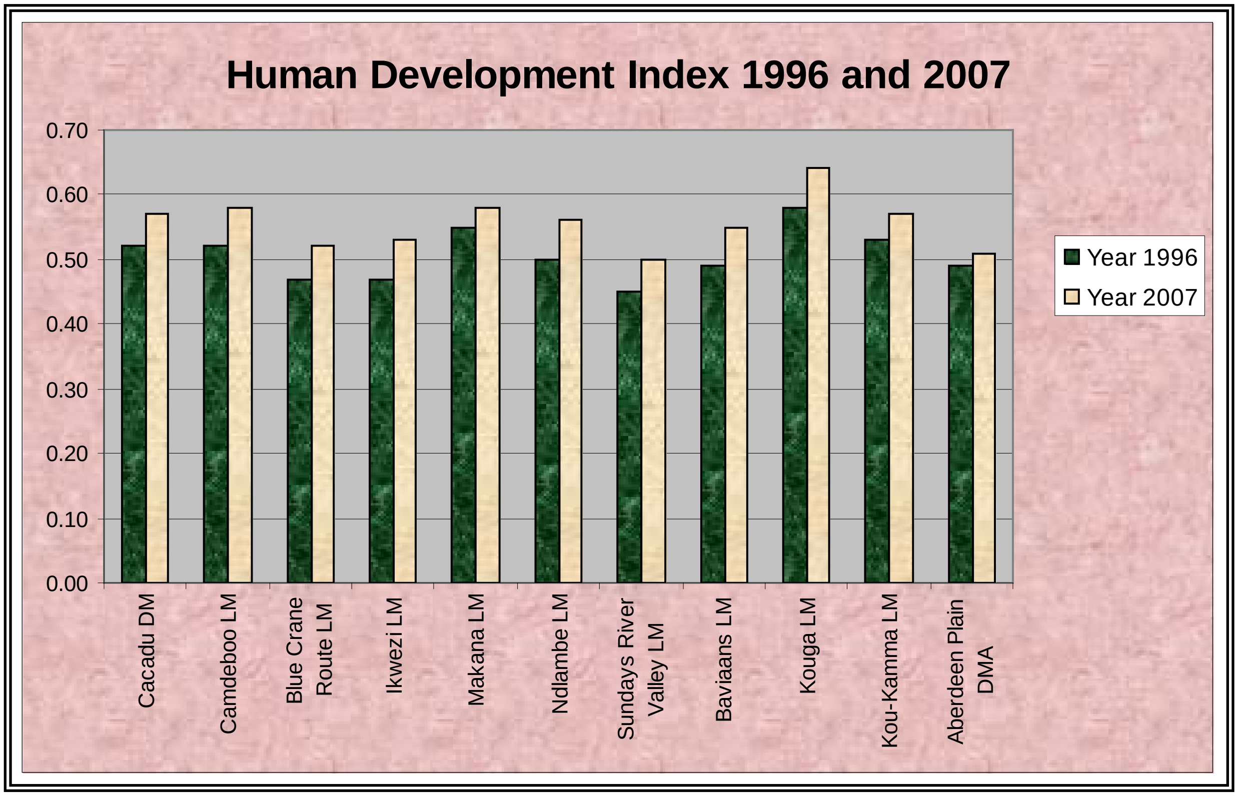
[10] *Purchasing power parity* is an economic technique used when attempting to determine the relative values of two currencies. It is useful because often the amount of goods a currency can purchase within two nations varies drastically, based on availability of goods, demand for the goods, and a number of other, difficult to determine factors. The economy of the United States is used as a reference, so that country is set at 100.

The trend for Cacadu demonstrates a general improvement in HDI between 1996 and 2007 as indicated in the graph that follows.

The HDI in Cacadu has specific spatial and social characteristics. Those municipalities with an urban bias display a stronger HDI demonstrating that human development was higher in urban rather than rural areas. These LMs include:

- Camdeboo (0.58)
- Makana (0.58)
- Ndlambe (0.58)
- Kouga (0.64)

Figure 2.6: The Cacadu Human Development Index 1996 and 2007



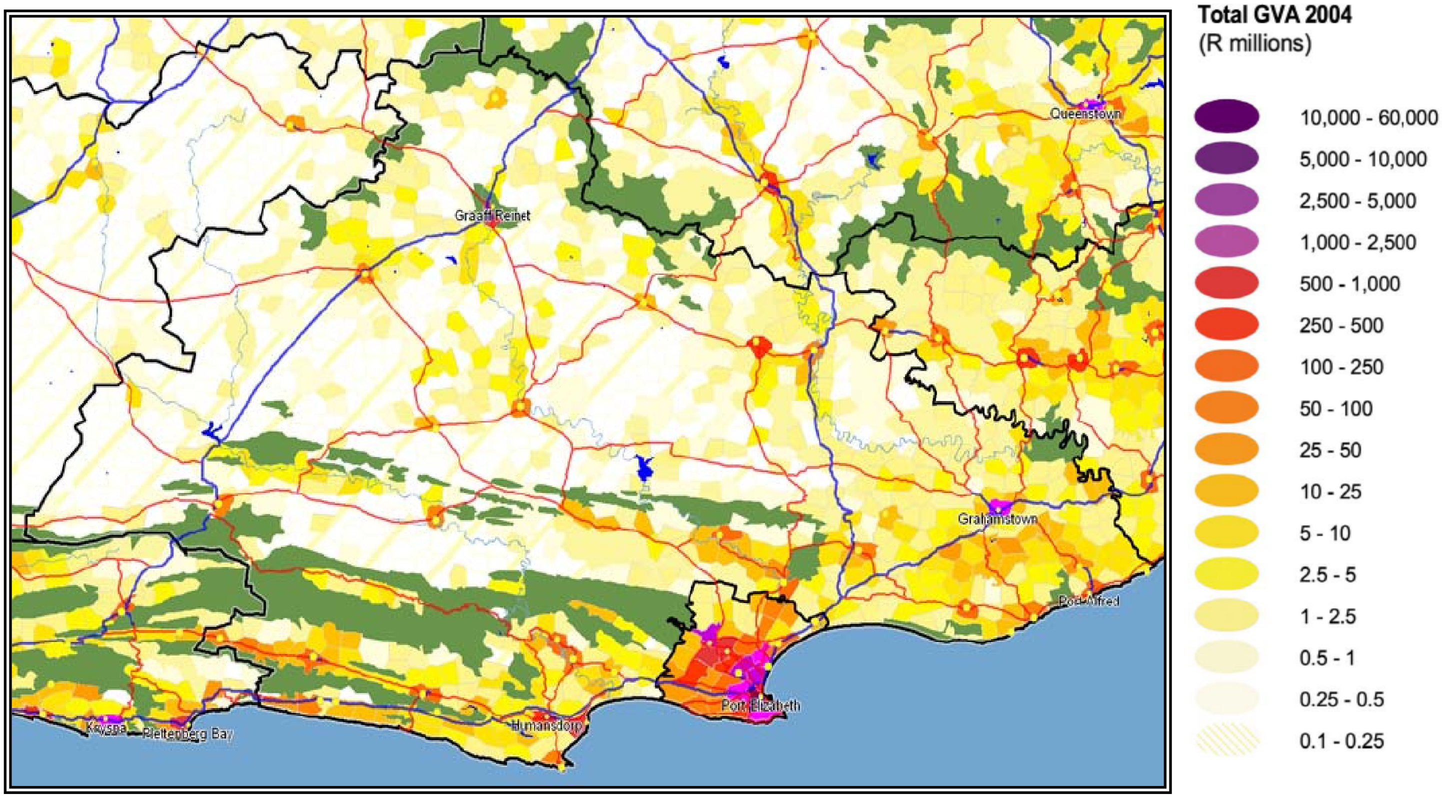
Source: Global Insight (2008)

<u>B: The Gross Value Added (GVA) vs People Living in Poverty:</u>

The concept of Gross Geographic Value Added (GVA) is used as a basis for making estimates of regional economic activity. The map that follows illustrates the geometric increase of GVA as one moves from areas with less than R 1 million per mesozone (white and beige) to areas with more than R 1 billion per mesozone (purple range of colours).

The map that follows illustrates that regional economic activity within the District is dominated within the medium sized towns of the District.

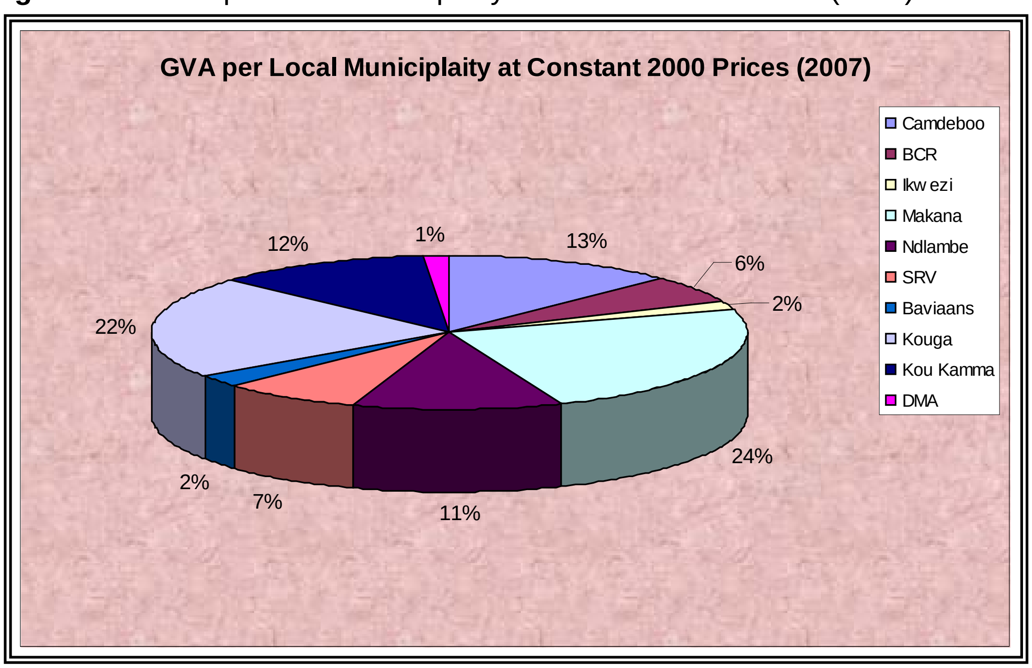
Figure 2.7: Total GVA per mesozone



Source: CSIR, 2007

Within the Cacadu District, Makana has the largest economy of the nine Local Municipalities, followed closely by Kouga.

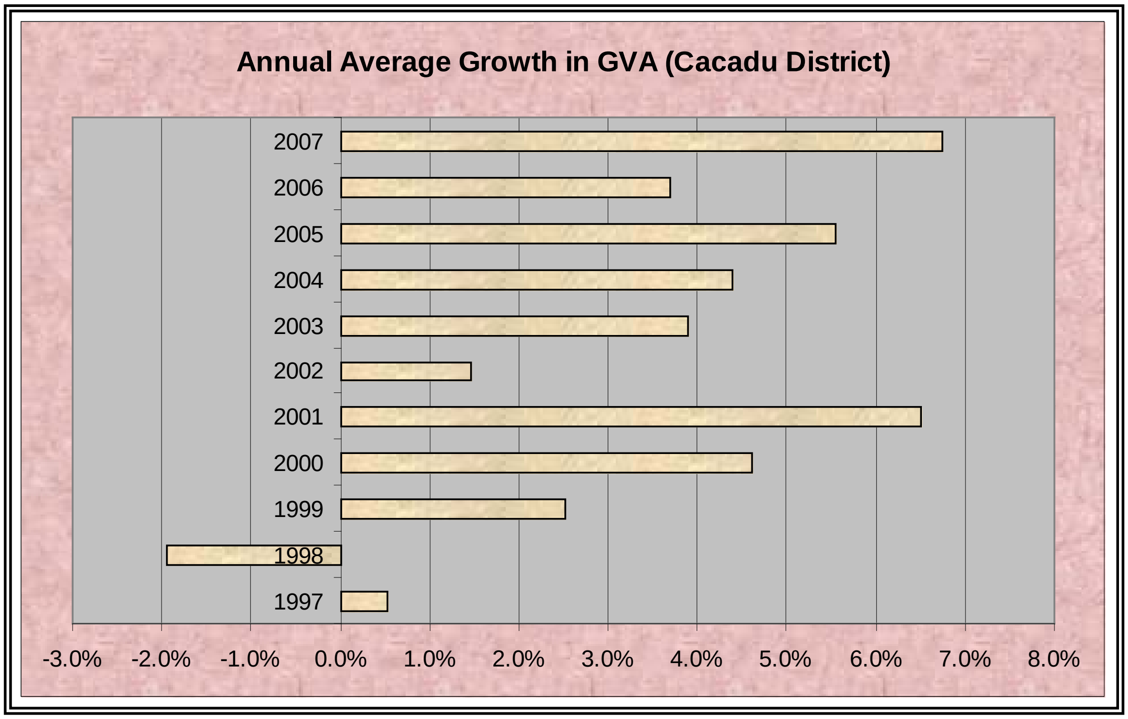
Figure 2.8: GVA per Local Municipality with the Cacadu District (2007)



Source: Global Insight (2008)

The Cacadu District's economy registered positive growth during the past decade. Given the widespread poverty, the District will have to maintain its growth rate to have a significant improvement in welfare indicators.

Figure 2.9: Average Annual Growth in GVA



Source: Global Insight (2008)

ix) Access to Social Grants

Due to the high unemployment, a significant portion of the population is dependent on social grants. Dependency on social grants is reflected by the table below (as provided by SASSA, 2009) which are categorised per SASSA's sub-regions.

The predominant type of grant is for child support followed by old age and permanent disability. There has been a gradual increase in social grant expenditure in the Cacadu District increasing to R 59,736,423.00 in the 2009 financial year from R 59,068,286.00 in the 2007 financial year.

Source: SASSA, 2009

Office	2007			2008			2009		
	No of Beneficiaries	No of Children	Expenditure	No of Beneficiaries	No of Children	Expenditure	No of Beneficiaries	No of Children	Expenditure
Cacadu	**88465**	**72693**	**R 59,068,286.00**	**88790**	**73370**	**R 59,297,900.00**	**89416**	**74227**	**R 59,736,423.00**
Graaff Reinet	**28964**	**23928**	**R 19,915,345.00**	**29043**	**24070**	**R 19,963,502.00**	**29233**	**24316**	**R 20,094,643.00**
Care Dependency	208	208	R 210,080.00	206	206	R 208,060.00	213	213	R 215,130.00
Child Support (0-15)	14051	22253	R 5,340,720.00	14087	22338	R 5,361,120.00	14203	22548	R 5,411,520.00
Foster Care	1051	1467	R 997,560.00	1085	1526	R 1,037,680.00	1098	1555	R 1,057,400.00
Grant in Aid	435		R 104,400.00	456		R 109,440.00	451		R 108,240.00
Old Age	7804		R 7,807,191.00	7826		R 7,824,148.00	7839		R 7,834,631.00
Permanent Disability	5177		R 5,215,348.00	5149		R 5,187,068.00	5186		R 5,222,646.00
Temporary Disability	230		R 231,806.00	227		R 228,776.00	236		R 237,866.00
War Veteran	8		R 8,240.00	7		R 7,210.00	7		R 7,210.00
Grahamstown	**34253**	**24953**	**R 23,009,991.00**	**34337**	**25153**	**R 23,072,349.00**	**34548**	**25396**	**R 23,217,303.00**
Care Dependency	353	357	R 360,570.00	346	350	R 353,500.00	346	351	R 354,510.00
Child Support (0-15)	16026	22771	R 5,465,040.00	16081	22892	R 5,494,080.00	16169	23052	R 5,532,480.00
Foster Care	1407	1825	R 1,241,000.00	1465	1911	R 1,299,480.00	1522	1993	R 1,355,240.00
Grant in Aid	764		R 183,360.00	754		R 180,960.00	762		R 182,880.00
Old Age	9942		R 9,951,232.00	9962		R 9,967,907.00	10000		R 9,996,870.00
Permanent Disability	5258		R 5,301,519.00	5247		R 5,290,481.00	5323		R 5,366,811.00
Temporary Disability	498		R 502,120.00	477		R 480,791.00	421		R 423,362.00
War Veteran	5		R 5,150.00	5		R 5,150.00	5		R 5,150.00
Humansdorp	**25248**	**23812**	**R 16,142,950.00**	**25410**	**24147**	**R 16,262,049.00**	**25635**	**24515**	**R 16,424,477.00**
Care Dependency	137	138	R 139,380.00	136	137	R 138,370.00	134	135	R 136,350.00
Child Support (0-15)	14317	22489	R 5,397,360.00	14411	22716	R 5,451,840.00	14534	23007	R 5,521,680.00
Foster Care	849	1185	R 805,800.00	921	1294	R 879,920.00	975	1373	R 933,640.00
Grant in Aid	186		R 44,640.00	187		R 44,880.00	190		R 45,600.00
Old Age	5745		R 5,710,429.00	5771		R 5,732,692.00	5817		R 5,772,745.00
Permanent Disability	3724		R 3,755,126.00	3705		R 3,735,242.00	3710		R 3,739,669.00
Temporary Disability	285		R 285,065.00	274		R 273,955.00	270		R 269,643.00
War Veteran	5		R 5,150.00	5		R 5,150.00	5		R 5,150.00
District Total	**88465**	**72693**	**R 59,068,286.00**	**88790**	**73370**	**R 59,297,900.00**	**89416**	**74227**	**R 59,736,423.00**

x) Crime Statistics and Trend Analysis

The following graphs represent the top 10 report crimes per town, per Local Municipality. The bullet points under each graph represent a Trend Analysis of the top most reported crimes for the identified town in ranked order from high to low for the period April 2007 to March 2010.

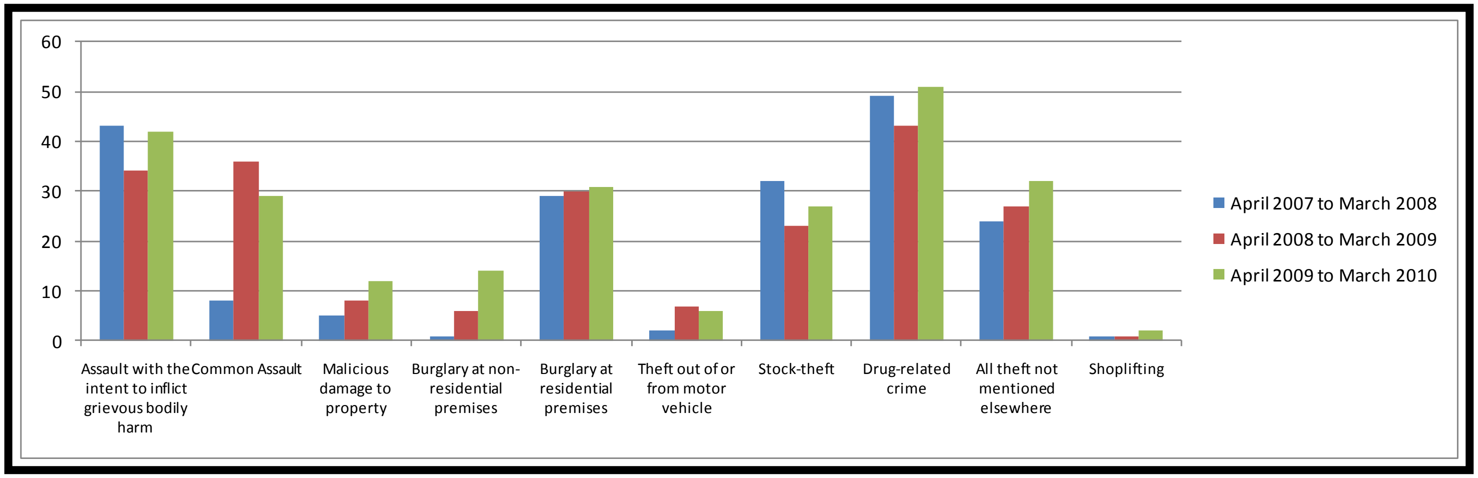
The crimes listed below are totalled as follows in order to give an indication of the most prominent types of crime in the Cacadu District between April 2009 and March 2010.

Type of Reported Crime	Assault with the intent to inflict grievous bodily harm	Common Assault	Malicious damage to property	Burglary at non-residential premises	Burglary at residential premises	Theft out of or from a motor vehicle	Stock-theft	Drug related crime	All theft not mentioned elsewhere	Shoplifting
IKWEZI LOCAL MUNICIPALITY										
Jansenville	42[11]	29	12	14	31	6	27	51	32	2
Klipplaat	57	30	24	7	14	6	44	11	36	1
Wolwefontein	11	4	7	2	9	1	12	4	10	0
Sub-Total:	**110**	**63**	**43**	**23**	**54**	**12**	**83**	**66**	**78**	**3**
KOUKAMMA LOCAL MUNICIPALITY										
Stormsriver	64	29	28	28	69	12	7	20	54	0
Kareedouw	65	24	20	8	44	10	18	22	44	13
Joubertina	369	90	92	42	146	13	47	74	201	18
Sub-Total:	**498**	**143**	**140**	**78**	**259**	**72**	**72**	**116**	**299**	**13**
NDLAMBE LOCAL MUNICIPALITY										
Seafield	4	1	6	0	43	2	6	2	9	0
Port Alfred	56	80	44	49	342	72	17	41	262	85
Ken-on-Sea	72	57	78	21	304	43	10	17	210	3
Bathurst	102	23	25	14	118	13	24	26	45	0
Alexandria	124	123	54	53	165	22	75	21	123	6
Sub-Total:	**358**	**284**	**207**	**137**	**1 272**	**151**	**132**	**107**	**649**	**94**
BAVIAANS LOCAL MUNICIPALITY										
Willowmore	75	44	35	14	39	3	26	50	50	2
Steytlerville	44	27	21	6	41	3	14	22	22	0
Baviaanskloof	3	0	5	3	7	0	0	1	4	0
Sub-Total:	**122**	**71**	**61**	**23**	**87**	**6**	**40**	**73**	**76**	**2**
SUNDAYS RIVER VALLEY LOCAL MUNICIPALITY										
Kirkwood	287	135	46	33	167	21	26	88	176	11
Paterson	90	47	11	16	47	13	17	12	60	2
Addo	13	58	24	40	10	90	150	25	1	28
Sub-Total:	**390**	**240**	**81**	**89**	**224**	**124**	**193**	**125**	**237**	**41**
CAMDEBOO LOCAL MUNICIPALITY										
Graaff-Reneit	395	137	145	101	307	55	85	132	402	152
Aberdeen	67	31	20	17	70	4	46	19	45	2
Sub-Total:	**462**	**168**	**165**	**118**	**377**	**59**	**131**	**151**	**447**	**154**
BLUE CRANE ROUTE LOCAL MUNICIPALTY										
Somerset Ea	161	191	55	18	94	10	102	16	134	36
Cookhouse	97	72	43	3	71	24	69	16	59	2
Pearston	20	28	12	4	21	1	47	18	16	0
Sub-Total:	**278**	**291**	**110**	**25**	**186**	**35**	**218**	**50**	**209**	**38**
MAKANA LOCAL MUNICIPALITY										
Grahamstown	732	691	389	127	1 008	365	89	117	895	256
Riebek East	6	8	6	0	12	0	9	1	5	0
Seven Fount	14	6	3	0	8	1	34	0	16	0
Sub-Total:	**752**	**705**	**398**	**127**	**1 028**	**366**	**132**	**118**	**916**	**256**
KOUGA LOCAL MUNICIPALITY										
Thornhill	75	41	23	2	40	16	7	16	56	1
Patensie	164	92	33	18	53	2	8	41	135	17
Humansdorp	424	165	148	66	433	91	57	129	380	125
Hankey	131	41	39	26	74	16	14	132	133	14
Jeffrey's Bay	194	129	115	90	483	115	3	48	419	109
Sub-total:	**988**	**468**	**358**	**202**	**1 083**	**240**	**89**	**366**	**1 123**	**266**
TOTAL:	**3 958**	**2 433**	**1 563**	**822**	**4 570**	**1 066**	**1 090**	**1 172**	**4 034**	**867**

[11] Figures represent the number of cases reported at Police Stations for the period April 2009 to March 2010.

A: Ikwezi Local Municipality: Crime Statistics per Town: April 2007 to March 2010:[12]

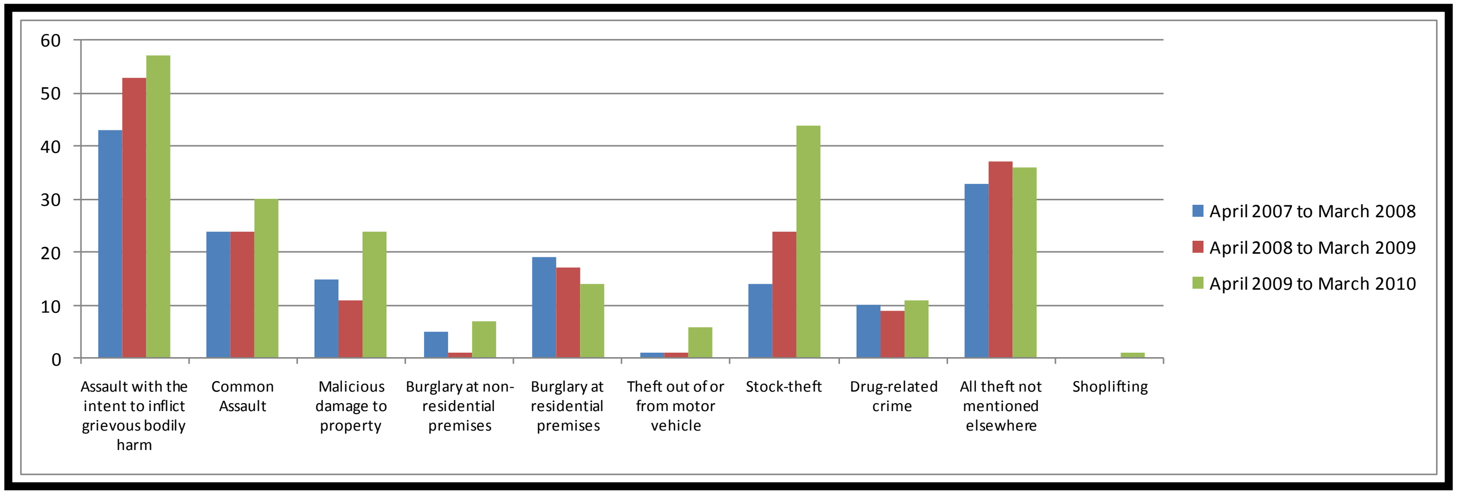
1. Jansenville Crime Statistics:



- Drug-related crime is depicted as the highest form of crime over the three year period despite lessening in the 2008/2009 period;
- Assault with the intent to inflict grievous bodily harm is consistently ranked among the highest committed crime in the Jansenville area;
- All theft not mentioned elsewhere has seen a steady increase from April 2007 to March 2010 along with Burglary at residential premises and Common Assault.

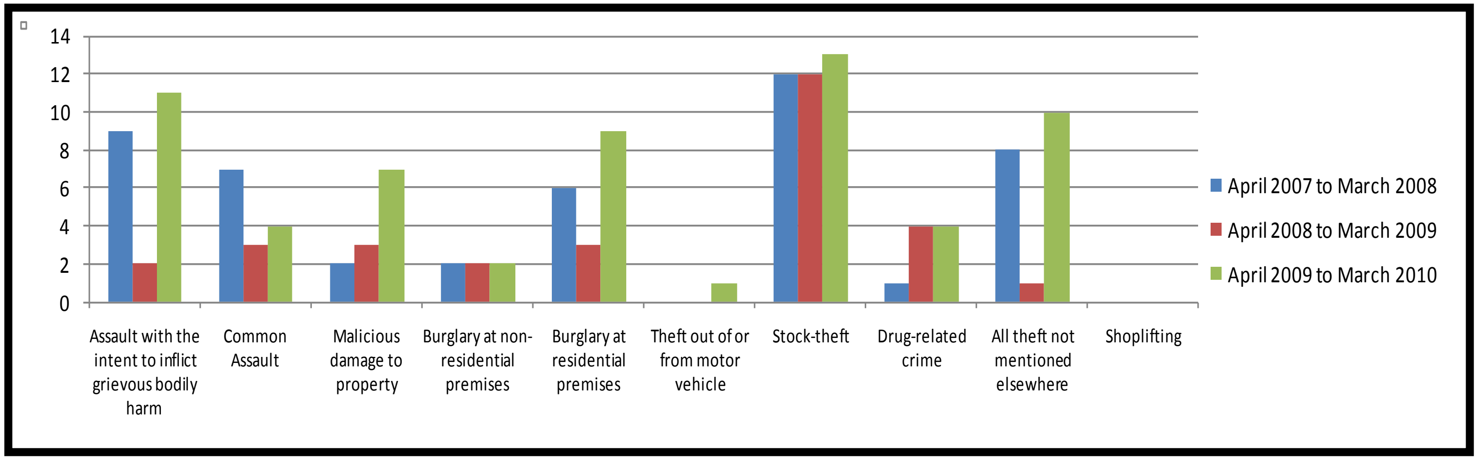
[12] Source: SAPS, September 2010

2. Klipplaat Crime Statistics:



- Assault with the intent to inflict grievous bodily harm has demonstrated a drastic increase in Klipplaat during the study period;
- Stock-theft has also demonstrated a dramatic increase during the study period;
- All theft not mentioned elsewhere demonstrates a large number of reported cases with a slight decrease in the 2009/2010 period.
- Other crimes that have shown a marked increase include Common Assault and Malicious Damage to Property.

3. Wolwefontein Crime Statistics:

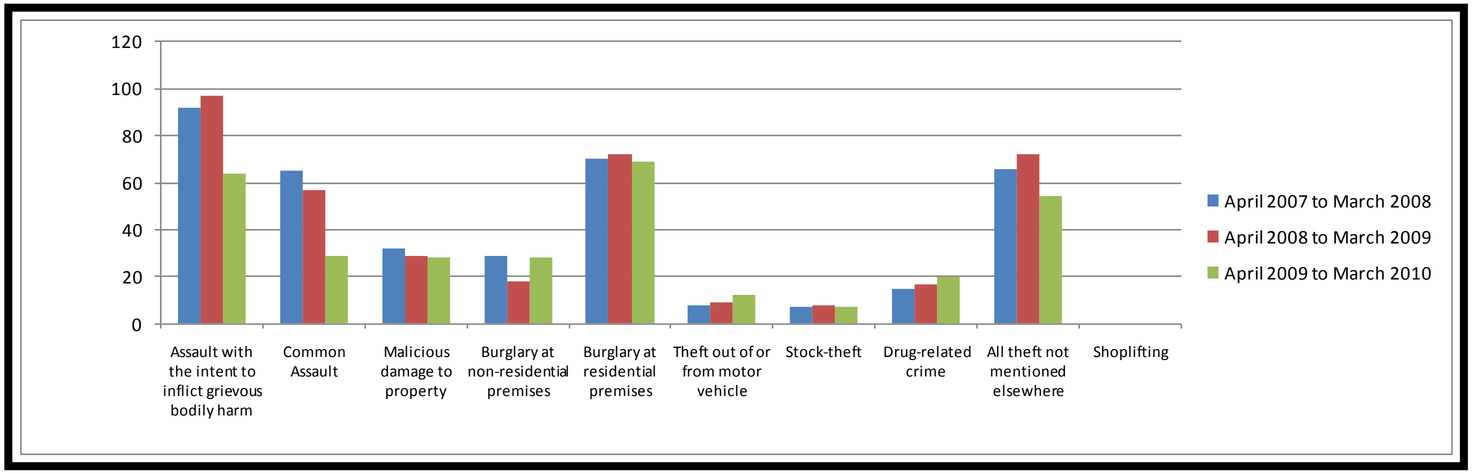


- Stock-theft is the most frequently reported crime and appears to be on the increase ;

- Assault with the intent to inflict grievous bodily harm, Malicious damage to property, Burglary at residential premises and All theft not mentioned elsewhere are represented as increasingly reported crimes.

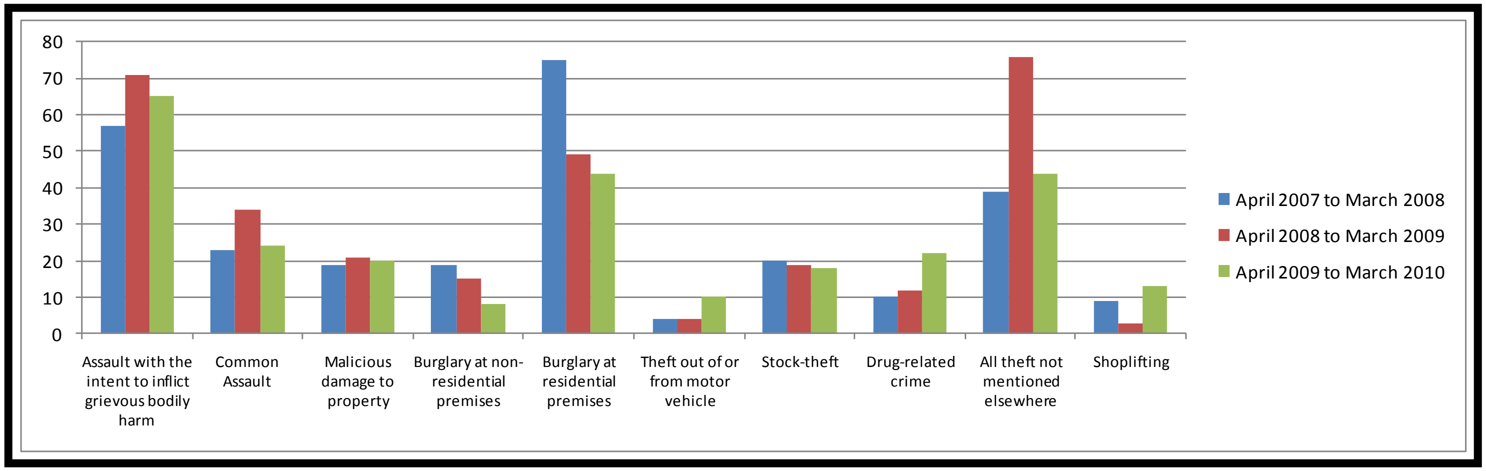
B: Koukamma Local Municipality: Crime Statistics per Town: April 2007 to March 2010:

1. Stormsriver Crime Statistics:



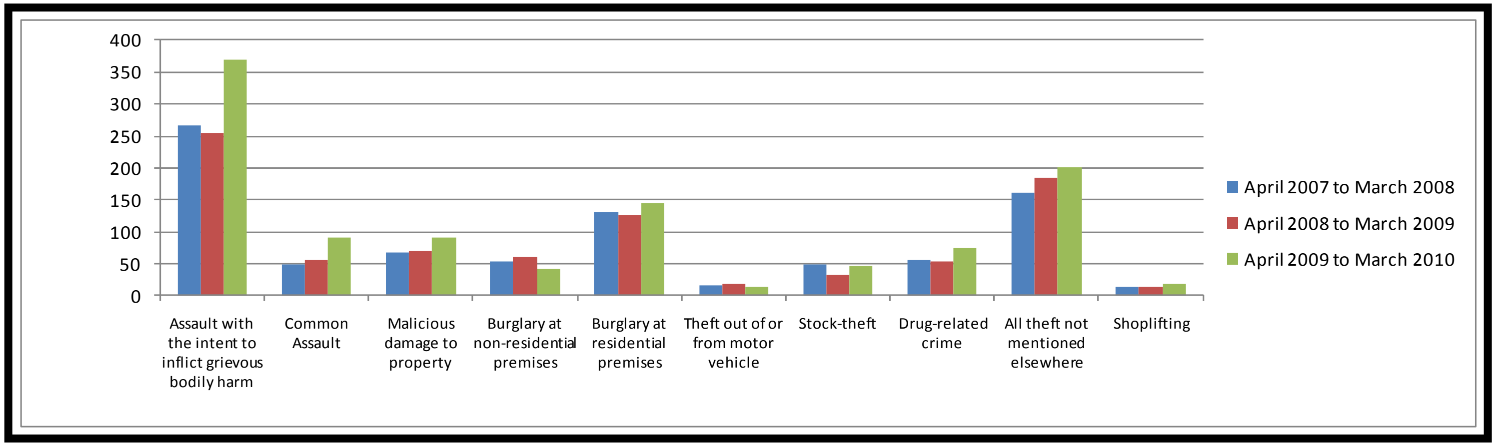
- Assault with intent to inflict grievous bodily harm decreased significantly in the 2009/2010 period but is still ranked as the highest recorded crime;
- Burglary at residential premises is a highly recorded crime that shows a slight decrease in the 2009/2010 period;
- All theft not mentioned elsewhere also demonstrates a decrease on 2009/2010;
- Common Assault reported cases have decreased significantly in the 2009/2010 period while drug related crimes appear to be on the increase.

2. Kareedouw Crime Statistics:



- Reported cases of assault with the intent to inflict grievous bodily harm are consistently high in this area;
- Burglary as residential premises have shown a marked decrease on the 2008 – 2010 period;
- All theft not mentioned elsewhere peaked in 2008/2009 and have subsequently shown a significant decrease;
- Drug related crimes and shoplifting appear to be on the increase.

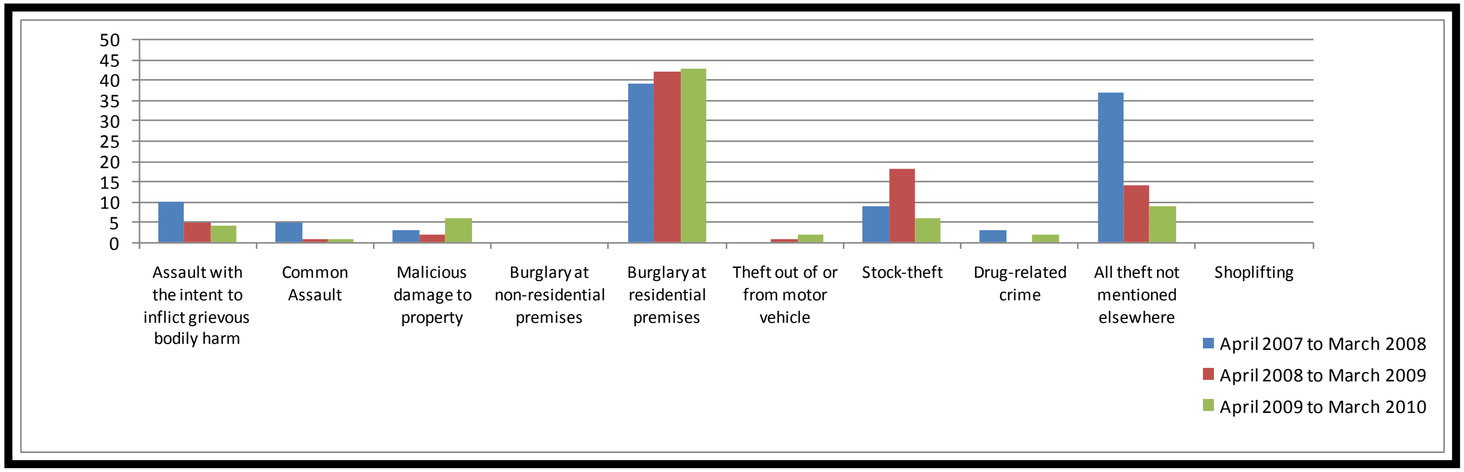
3. Joubertina Crime Statistics:



- Reported cases of assault with the intent to inflict grievous bodily harm have shown a significant increase in the 2009/2010 period;
- All theft not mentioned elsewhere shows an increasing trend over the total study period;
- Burglary at residential premises is on the increase along with Common Assault, Malicious Damage to Property and Drug-related crimes.

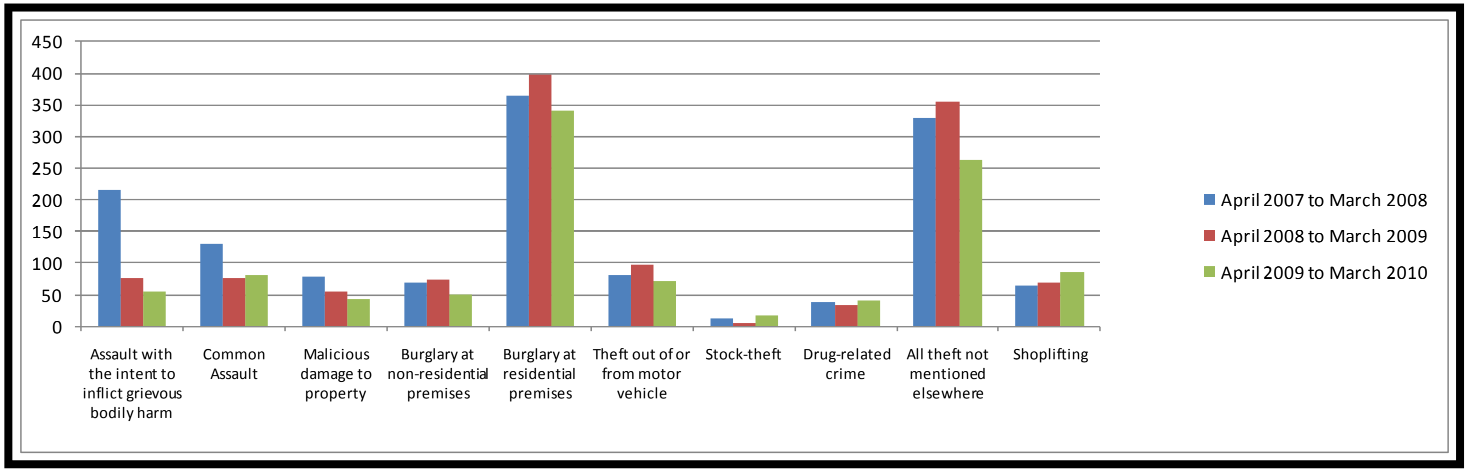
C: Ndlambe Local Municipality: Crime Statistics per Town: April 2007 to March 2010:

1. Seafield Crime Statistics:



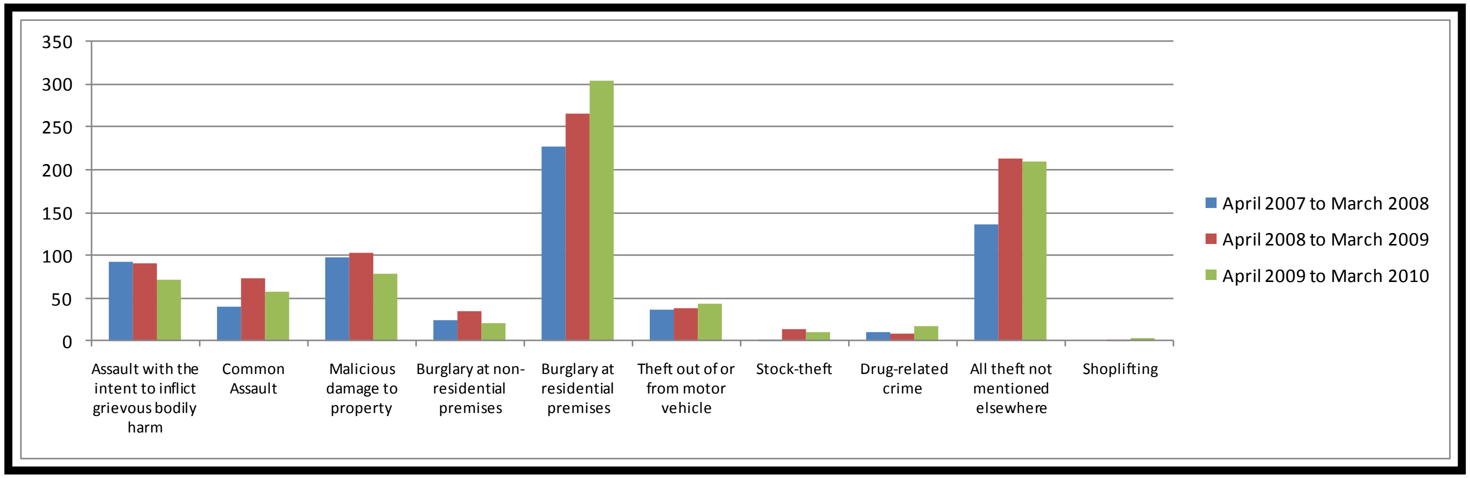
- Reported cases of burglary at residential premises appear to be on the increase in this area;
- All theft not mentioned elsewhere shows a decreasing trend over the study period;
- Assault with intent to inflict grievous bodily harm is demonstrated as being on the decrease over the study period, peaking in 2007/2008;
- Stock-theft increased significantly in 2008/2009 but appears to have been curbed in 2009/2010.

2. Port Alfred Crime Statistics:



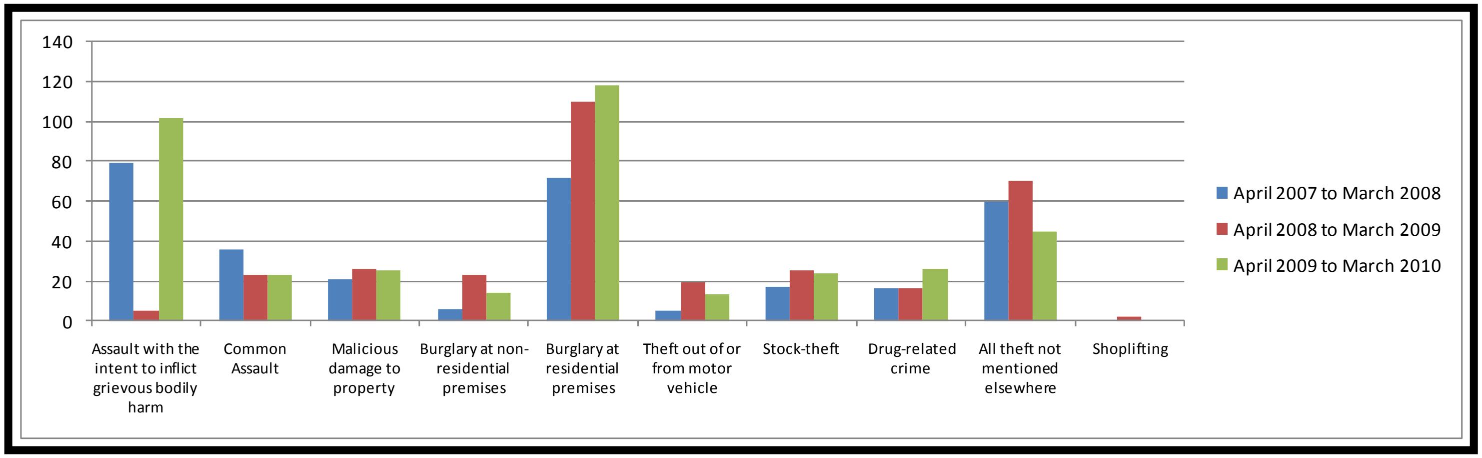
- Burglary at residential premises is recorded as the highest ranking crime in the area for the 2008/2009 period, showing a decrease in 2009/2010;
- All theft not mentioned elsewhere peaked in 2008/2009 and demonstrates a decrease on 2009.2010;
- Shoplifting appears to be on the rise in the area;
- Reported cases of Assault with the intent to inflict grievous bodily harm, Common Assault and Malicious damage to property appear to be decreasing in the area.

3. Kenton-on-Sea Crime Statistics:



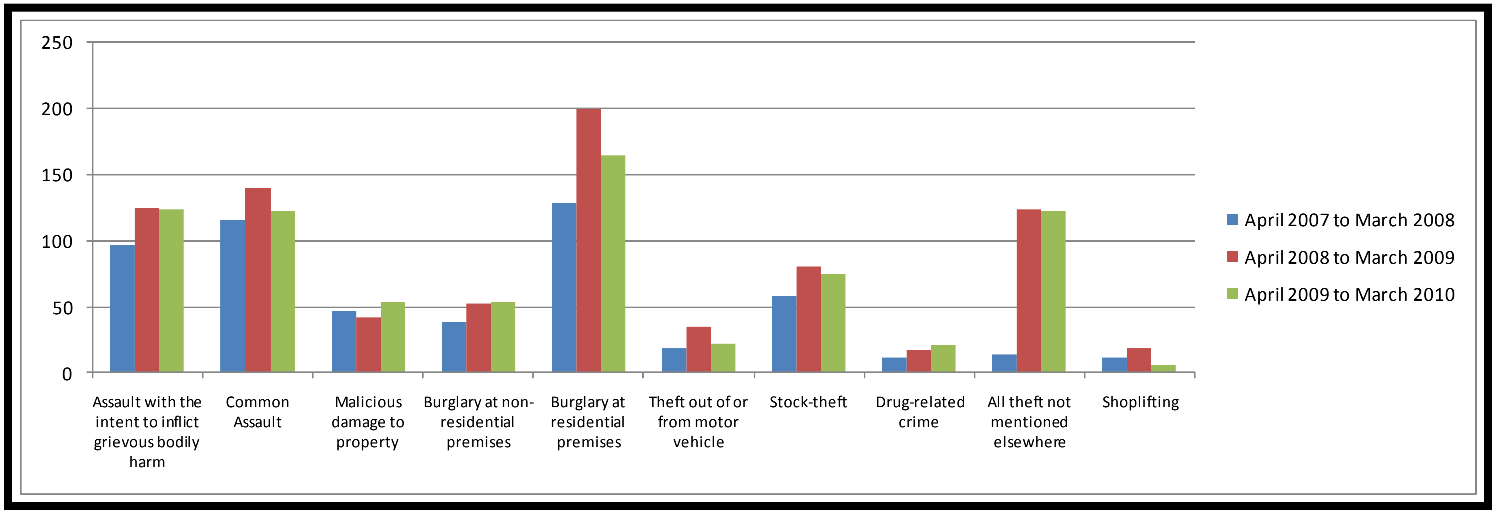
- Reported cases of burglary at residential premises is demonstrated to be on a steep incline in the area;
- All theft not mentioned elsewhere also appears to be on the increase, talking a slight decline in the 2009-2010 period;
- Malicious damage to property case are highly reported buy appear to be on the decline along with reported cases of assault with the intent to inflict grievous bodily harm.

4. Bathurst Crime Statistics:



- Reported cases of burglary at residential premises have increased dramatically over the study period;
- Assault with the intent to inflict grievous bodily harm cases are generally on the increase buy took a marked decrease in the 2008/2009 period;
- All theft not mentioned elsewhere cases increased between 2007 and 2009. Recorded cases then show a decrease in the April 2009 – March 2010 period;
- Other reported crimes that appear to be on the increase are Malicious damage to property, Burglary at non-residential premises, Theft out of or from a motor vehicle and stock-theft.

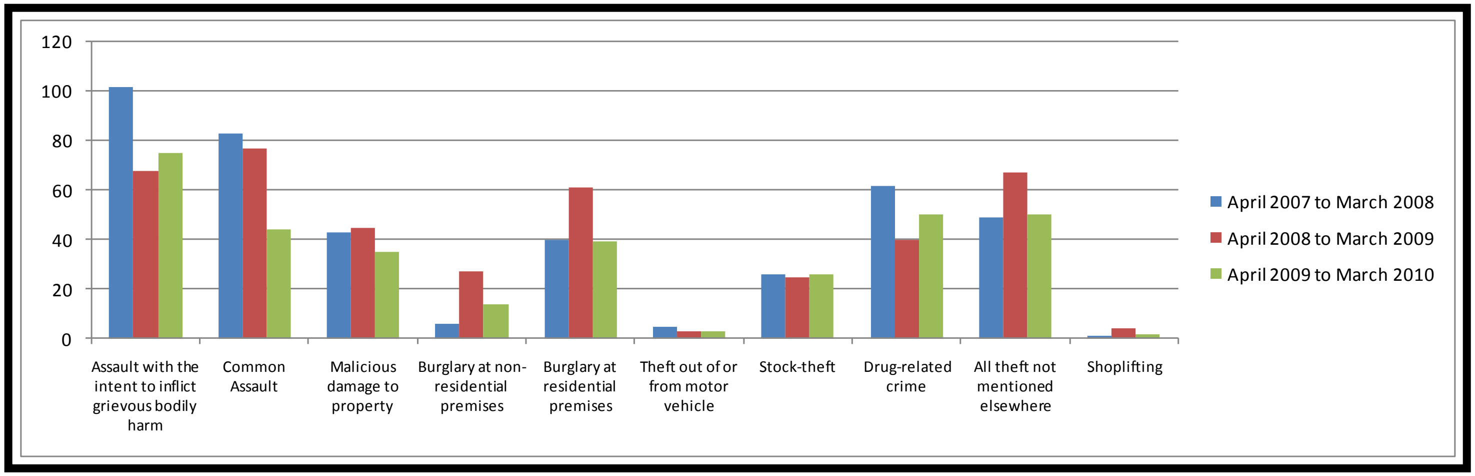
5. Alexandria Crime Statistics:



- Reported cases of Burglary at residential premises peaked in the April 2008-March 2009 period but demonstrate a significant decrease between April 2009 and March 2010;
- Assault with the intent to inflict grievous bodily harm and common assault are highly reported cases, demonstrating a slight decrease towards the end of the study period;
- All theft not mentioned elsewhere appears to be on a steady increase along with stock theft.

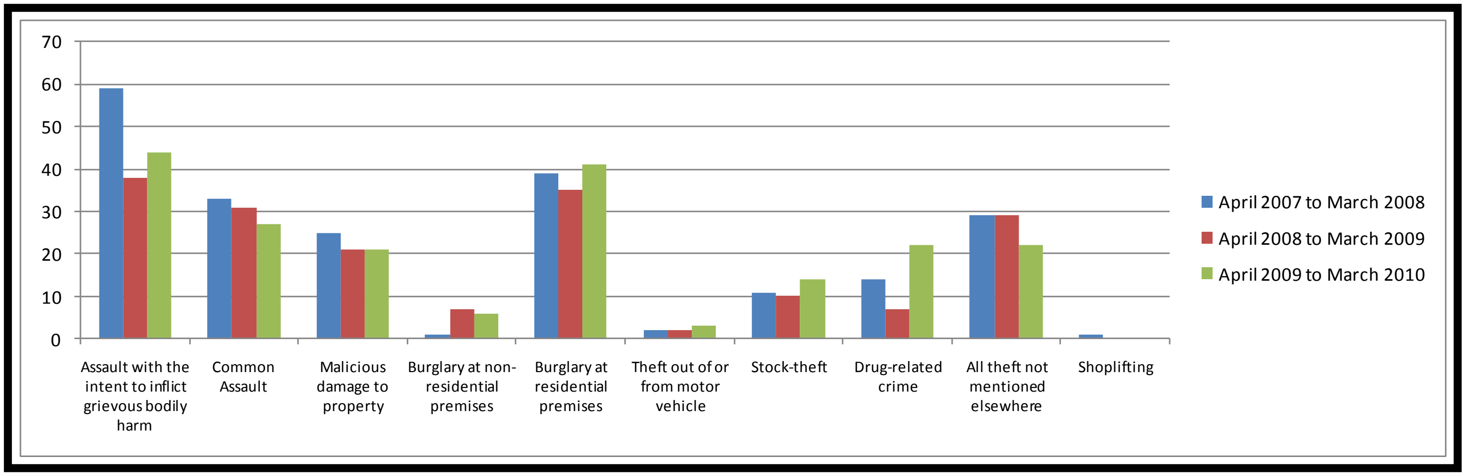
D: Baviaans Local Municipality: Crime Statistics per Town: April 2007 – March 2010:

1. Willowmore Crime Statistics:



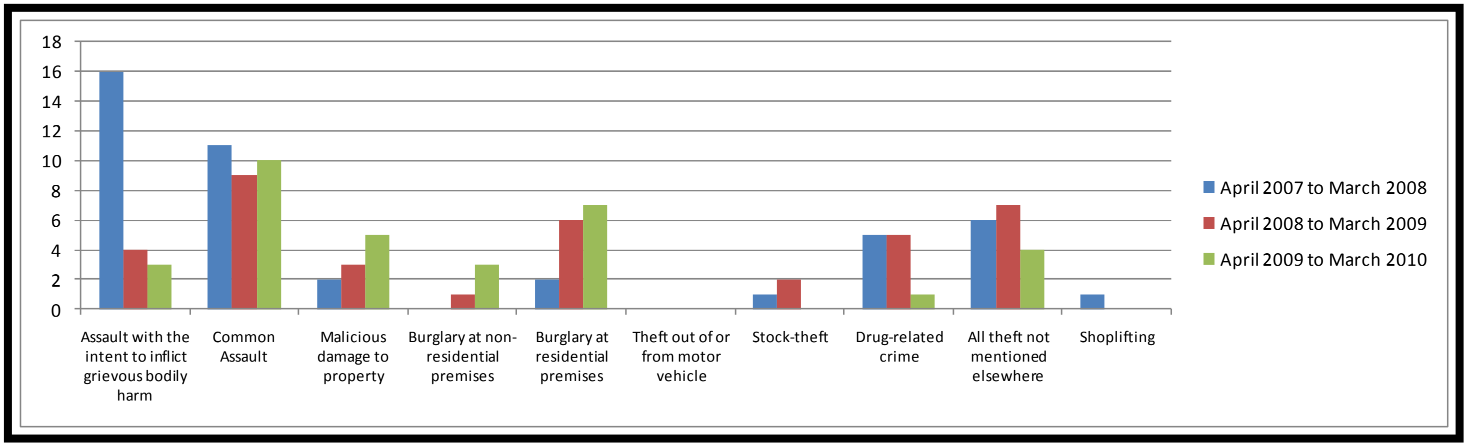
- Reported cases of Assault with the intent to inflict grievous bodily harm peaked in the study period from April 2007 to March 2008 and then decreased slightly before rising again between 2009 and 2010;
- All theft not mentioned elsewhere peaked, along with reported cases of Burglary at residential premises before showing a marked decrease in the April 2009 to March 2010 period;
- Reported cases of Common Assault appear to be on the decline;
- Stock-theft and drug-related crimes appear to be on the increase.

2. Steytlerville Crime Statistics:



- Assault with the intent to inflict grievous bodily harm is reflected as the highest reported crime, but appears to be on the decrease, along with reported cases of Common Assault;
- Reported cases of Burglary at residential premises declined in the period between April 2008 and March 2009, but then increased between April 2009 and March 2010;
- Stock-theft and drug related crimes are on the increase.

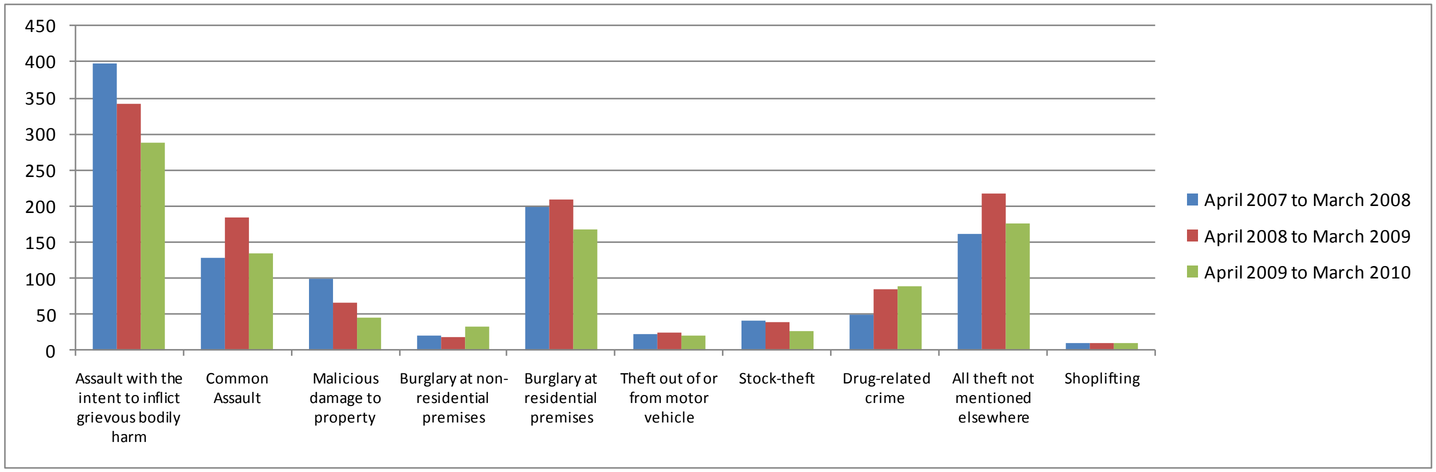
3. Baviaanskloof Crime Statistics:



- Common Assault is the highest consistently reported crime although the figures for Assault with intent to inflict grievous bodily harm are the highest reported crime for the period of April 2007 to March 2008 and subsequently show a significant decrease;
- Burglary at residential premises and Malicious damage to property show significant increases;
- Drug related crimes and All theft not mentioned elsewhere appear to be on the decrease.

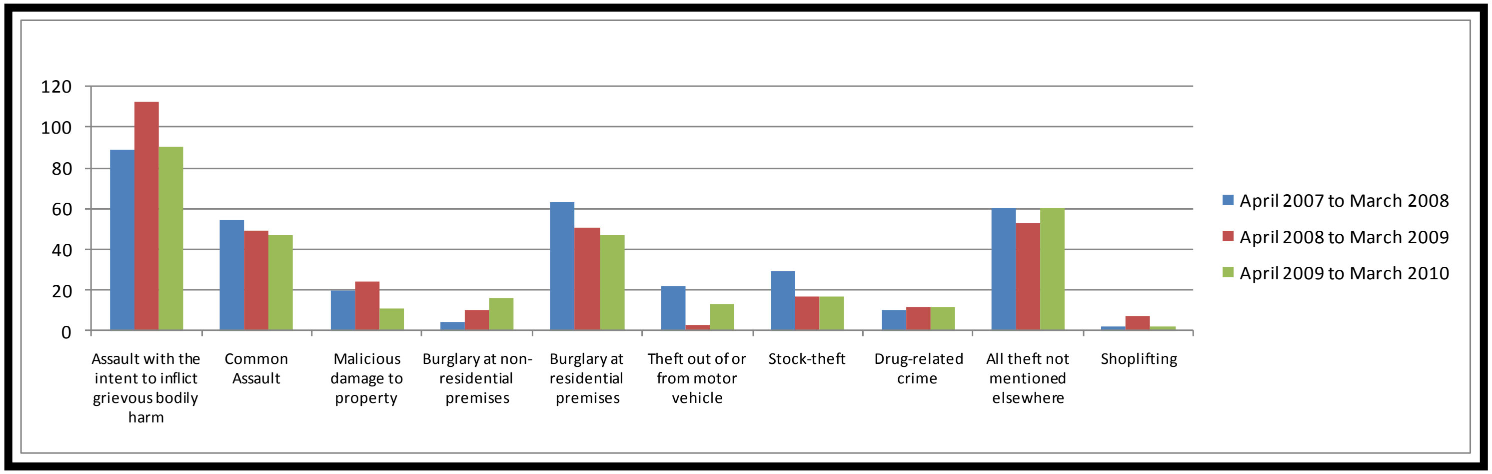
E: Sundays River Valley Local Municipality: Crime Statistics per Town: April 2007 to March 2010:

1. Kirkwood Crime Statistics:



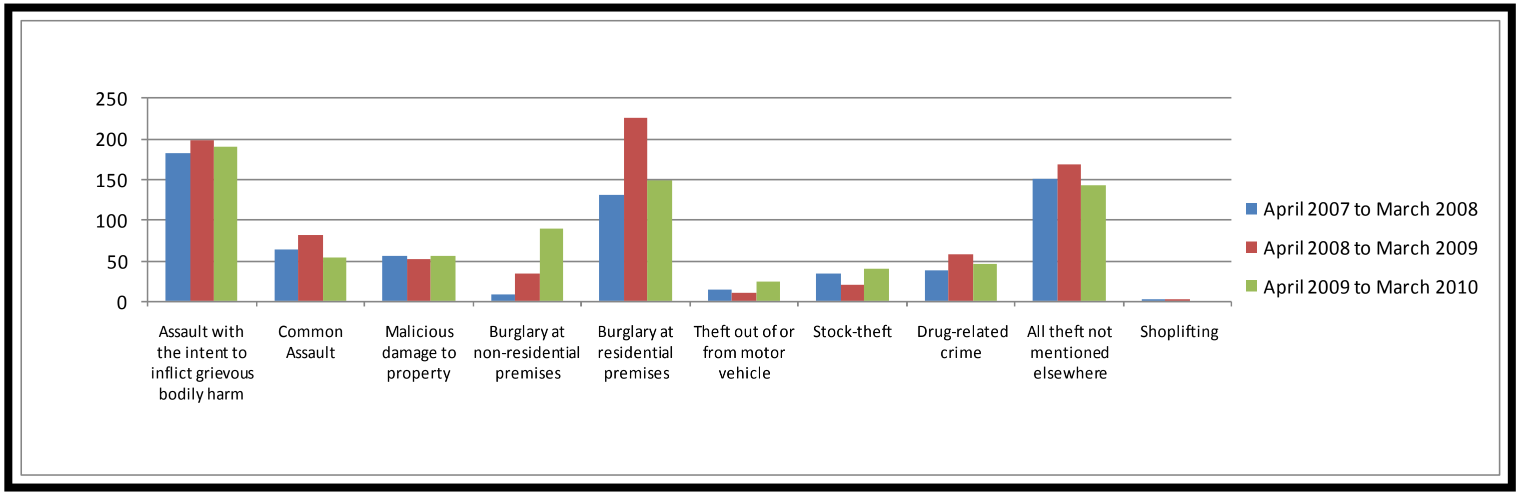
- In general, reported crime in Kirkwood appears to be on the decrease, except for Burglary at non-residential premises and drug-related crimes;
- Assault with the intent to inflict grievous bodily harm is the most highly reported crime, but demonstrates a significant decrease during the study period.

2. Paterson Crime Statistics:



- Reported cases of Assault with the intent to inflict grievous bodily harm peaked during the period of April 2008 to March 2009 and then decreased;
- All theft not mentioned elsewhere is consistently high;
- Reported cases of Common Assault appear to be on the decline along with stock-theft and burglary at residential premises.

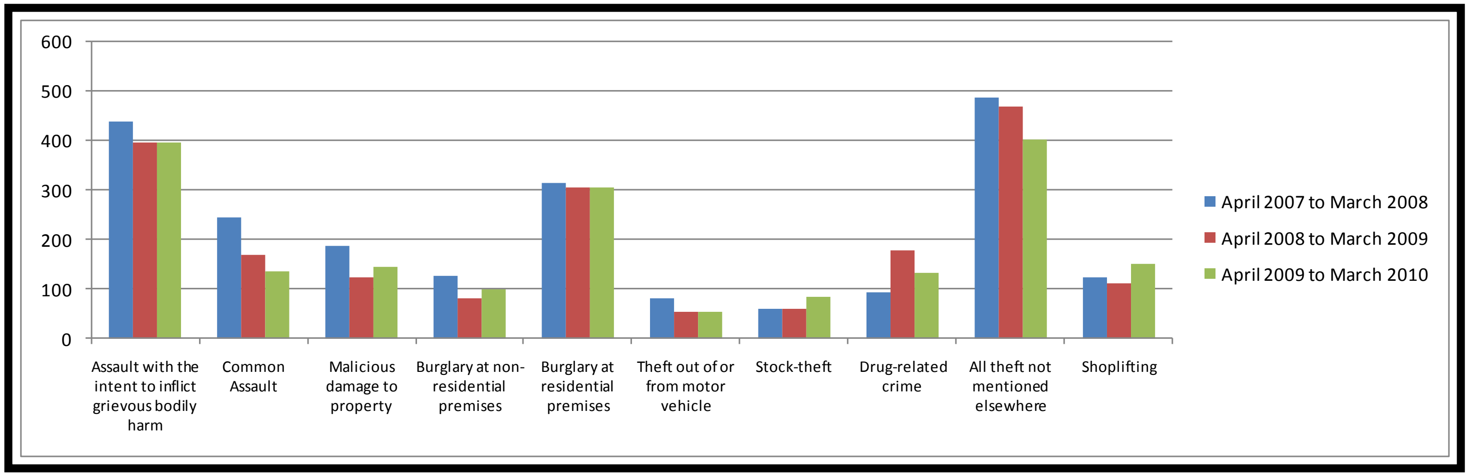
3. Addo Crime Statistics:



- Assault with the intent to inflict grievous bodily harm increased in the April 2008 to March 2009 period and then decreased slightly between April 2009 and March 2010;
- All theft not mentioned elsewhere peaked between April 2008 and March 2009 and then decreased slightly between April 2009 and March 2010;
- Burglary at residential premises during the period April 2008 to March 2009 is the highest recorded crime in the Addo area during the 3 year period under review. This crime sees a reduction between April 2009 and March 2010.

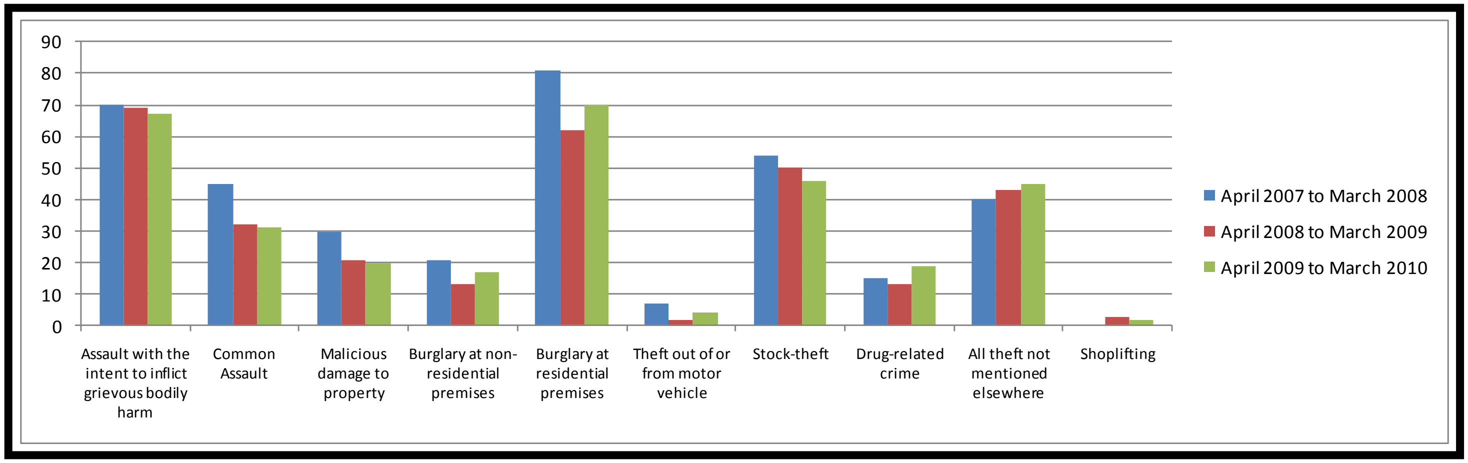
F: Camdeboo Local Municipality: Crime Statistics per Town: April 2007 to March 2010:

1. Graaff-Reinet Crime Statistics:



- The highest number of reported cases are captured under the category of All theft not mentioned elsewhere. These appear to be on the decline;
- Reported cases of Assault with the intent to inflict grievous bodily harm, Common Assault, Malicious damage to property, Burglary at residential premises and theft out of or from a motor vehicle also appear to be on the decline.

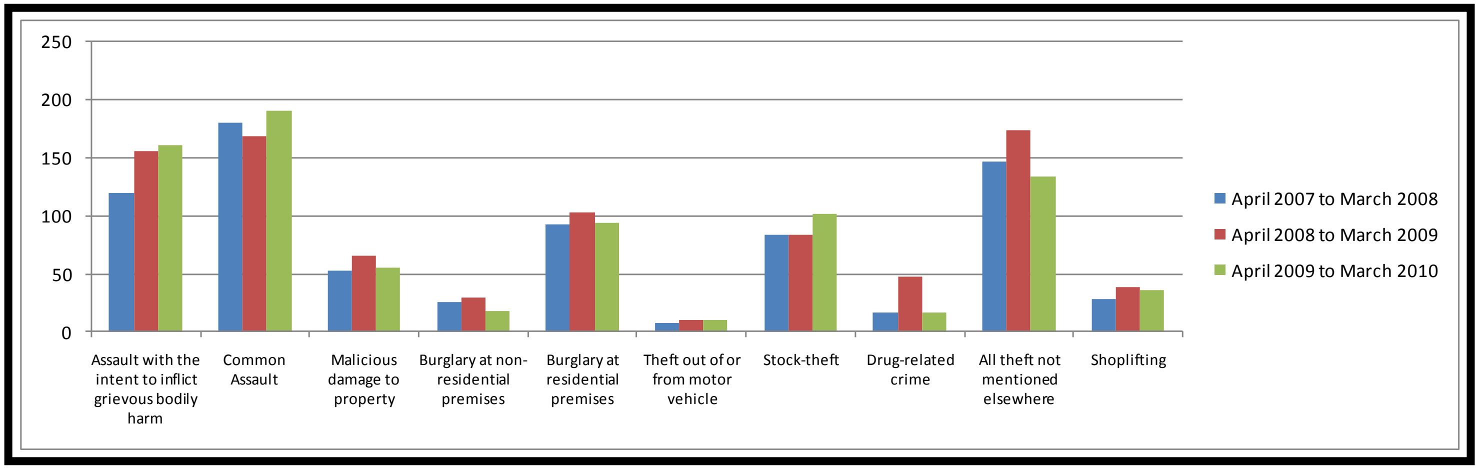
2. Aberdeen Crime Statistics:



- Burglary at residential premises is the highest reported category, but the number of cases appear to be on the decline;
- Reported cases of Assault with the intent to inflict grievous bodily harm, Common Assault, Malicious damage to property, burglary at non-residential premises, theft out of or from a motor vehicle and stock theft appear to be on the decline;
- An increase in cases is noted for drug-related crimes and theft.

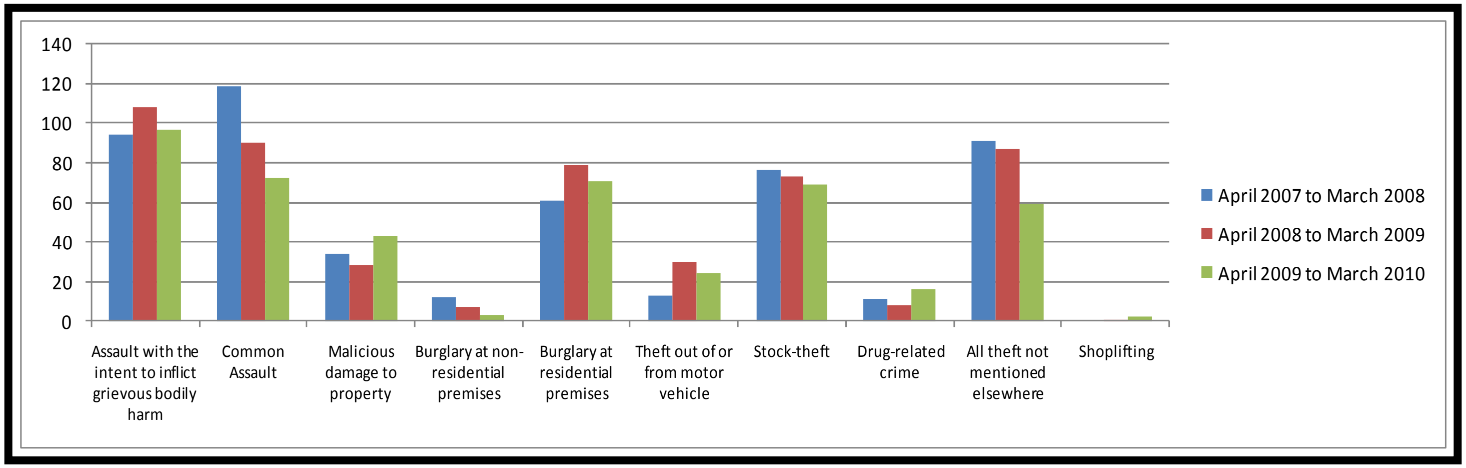
G: Blue Crane Route Local Municipality: Crime Statistics per Town: April 2007 to March 2010:

1. Somerset East Crime Statistics:



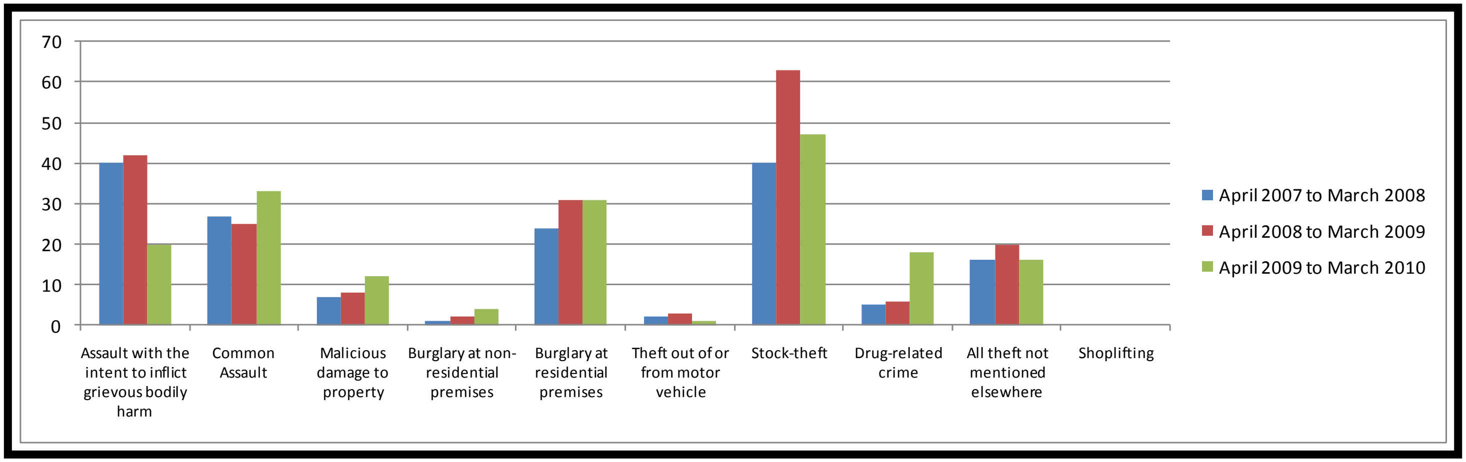
- Reported cases of Common Assault and Assault with the intent to inflict grievous bodily harm are indicated as being on the increase, in conjunction stock-theft and shop-lifting;
- All theft not mentioned elsewhere remains high, but appears to be on the decrease along with Burglary at residential and non-residential premises.

2. Cookhouse Crime Statistics:



- Assault with the intent to inflict grievous bodily harm and Common Assault are documented as the most reported crimes in the study period. Both of these categories along with stock-theft and all theft not mentioned elsewhere demonstrate a marked decrease within the period of assessment;
- Reported cases of Malicious damage to property, Theft out of or from motor vehicle and Drug-related appear to be on the increase.

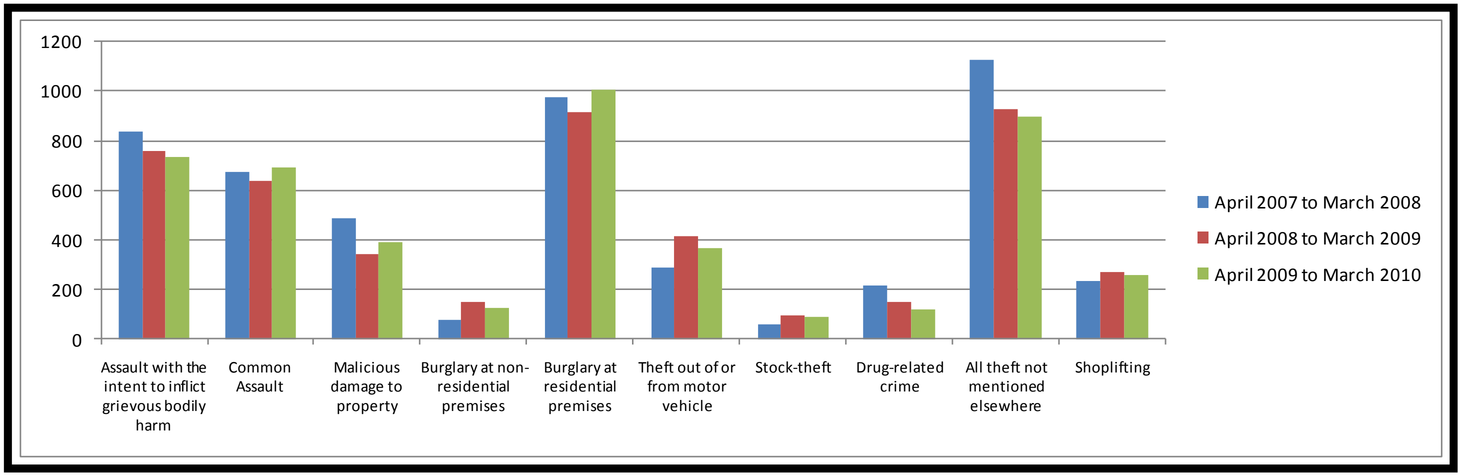
3. Pearston Crime Statistics:



- Stock-theft is the most reported crime in this area and demonstrates an inclination to increase;
- Reported cases of Common Assault, Malicious damage to property, Burglary at residential premises and drug-related crimes appear to be on the increase.

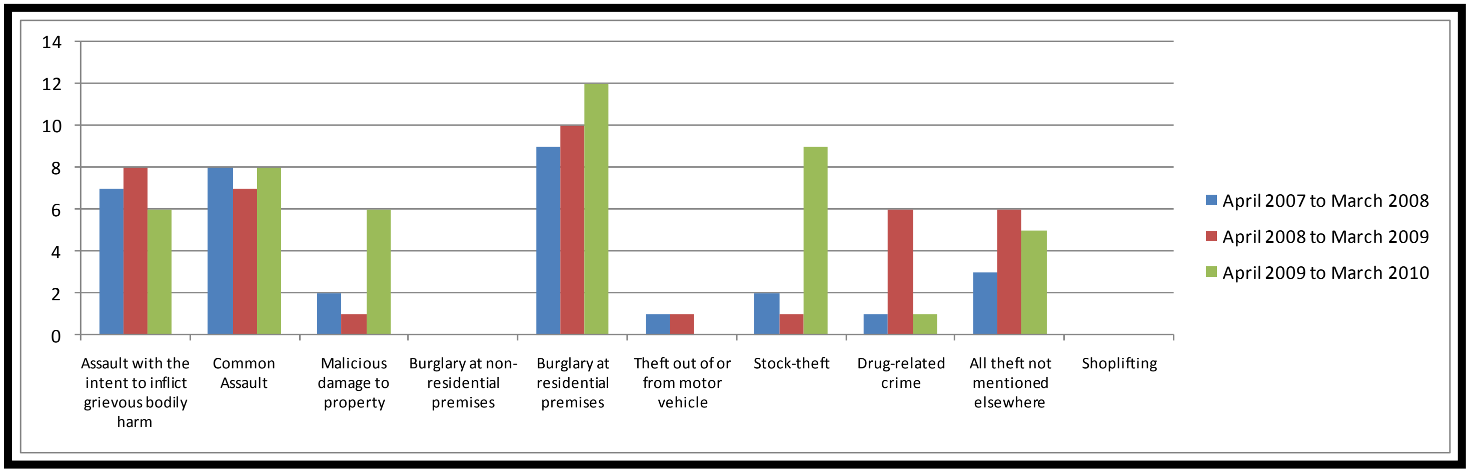
H: Makana Local Municipality: Crime Statistics per Town: April 2007 to March 2010:

1. Grahamstown Crime Statistics:



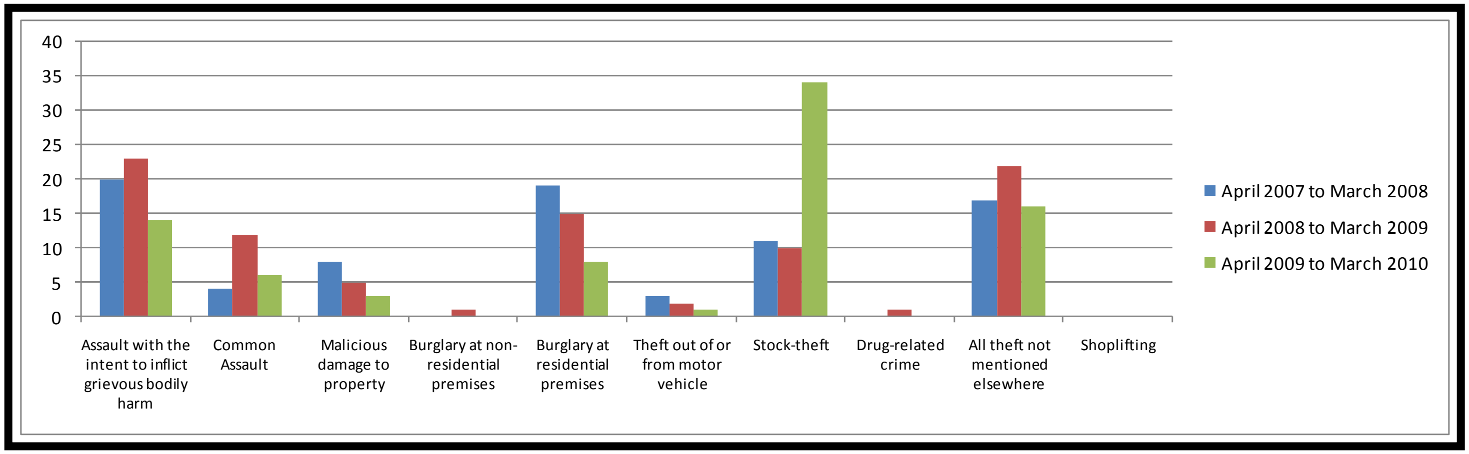
- Burglary at residential premises is the most frequently reported crime in this area and appears to be on the increase, despite a slight decline in the April 2008 to March 2009 period;
- Reported cases of All theft not mentioned elsewhere, Assault with the intent to inflict grievous bodily harm and drug-related crimes are represented as being on the decline;
- Shoplifting appears to be on the increase.

2. Riebeeck East Crime Statistics:



- Reported cases of Burglary at residential premises, stock theft and malicious damage to property have significantly increased over the study period;
- Common Assault cases have remained constant with a slight decline over the April 2008 to March 2009 period;
- There has been a marked decline in drug-related crime and theft out of or from a motor vehicle.

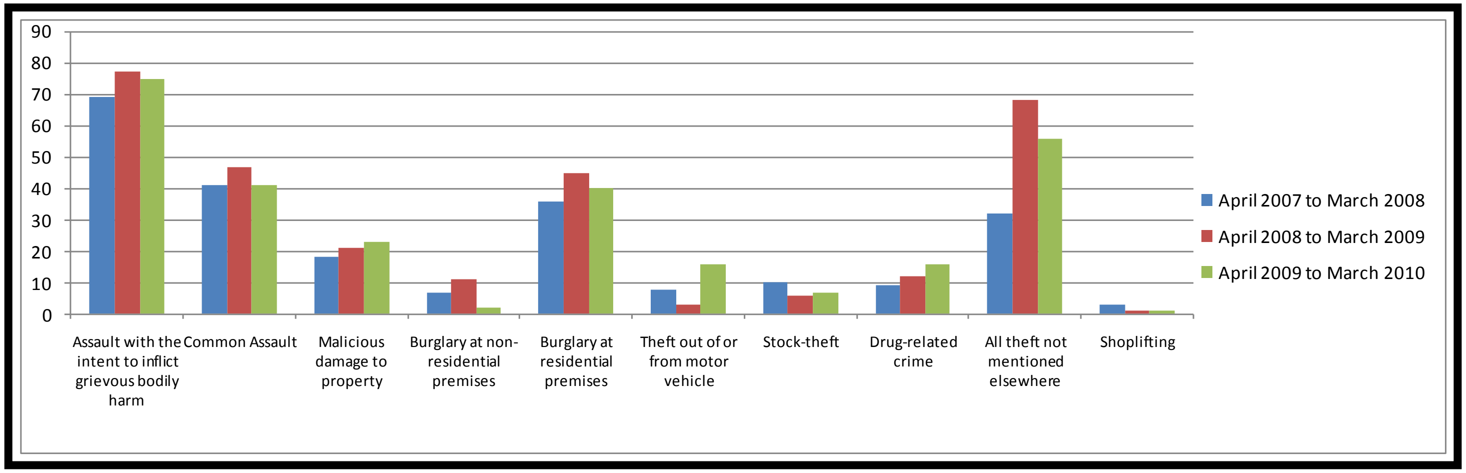
3. Seven Fountains Crime Statistics:



- Reported cases of Stock-theft have increases significantly during the study period;
- All other forms of reported cases show a significant decrease in this area.

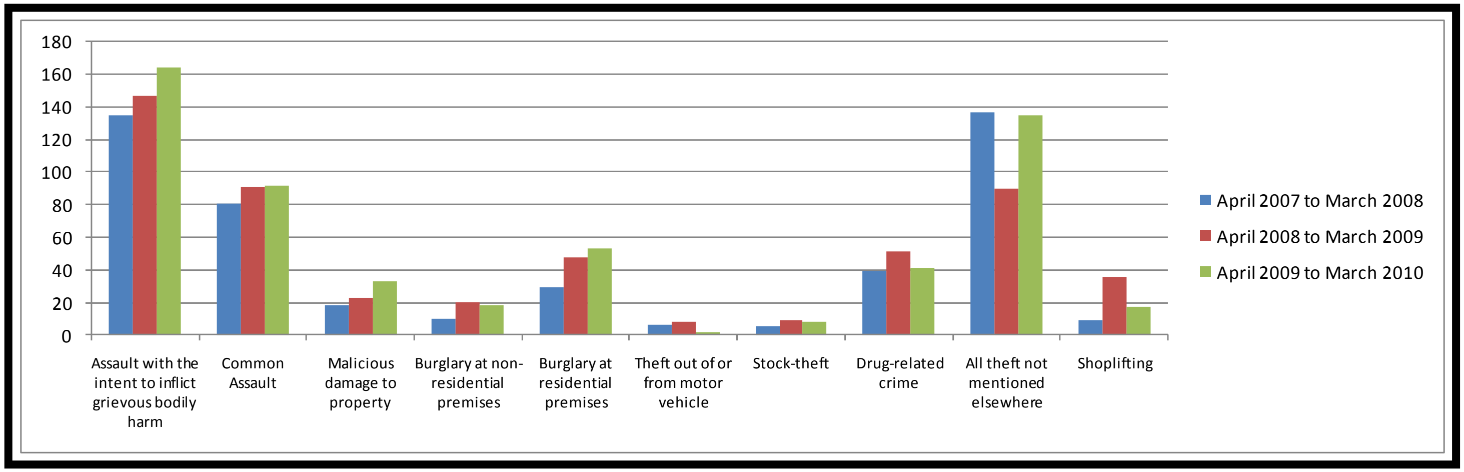
<u>I: Kouga Local Municipality: Crime Statistics per Town: April 2007 to March 2010:</u>

1. Thornhill Crime Statistics:



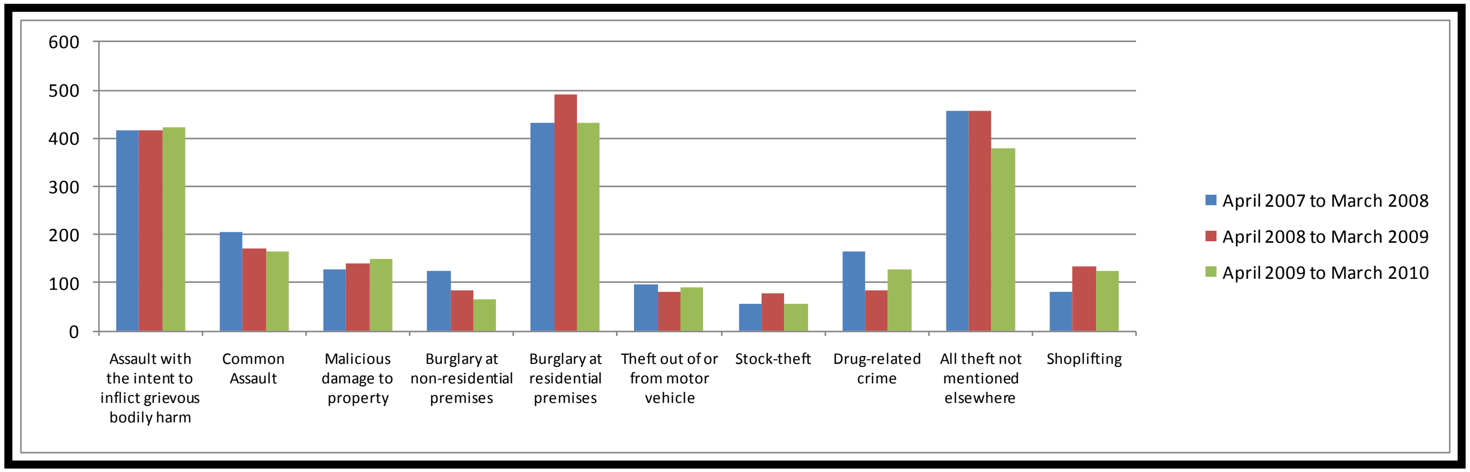
- Reported cases of Assault with the intent to inflict grievous bodily harm represented the largest number of reported crimes for this area, although a slight decrease is captured for the April 2009 to March 2010 period;
- All theft not mentioned elsewhere, Burglary at residential premises and Common Assault are highly reported crimes and are captured as increasing;
- Malicious damage to property and Drug-related crimes while less frequent, are portrayed as being on the increase.

2. Patensie Crime Statistics:



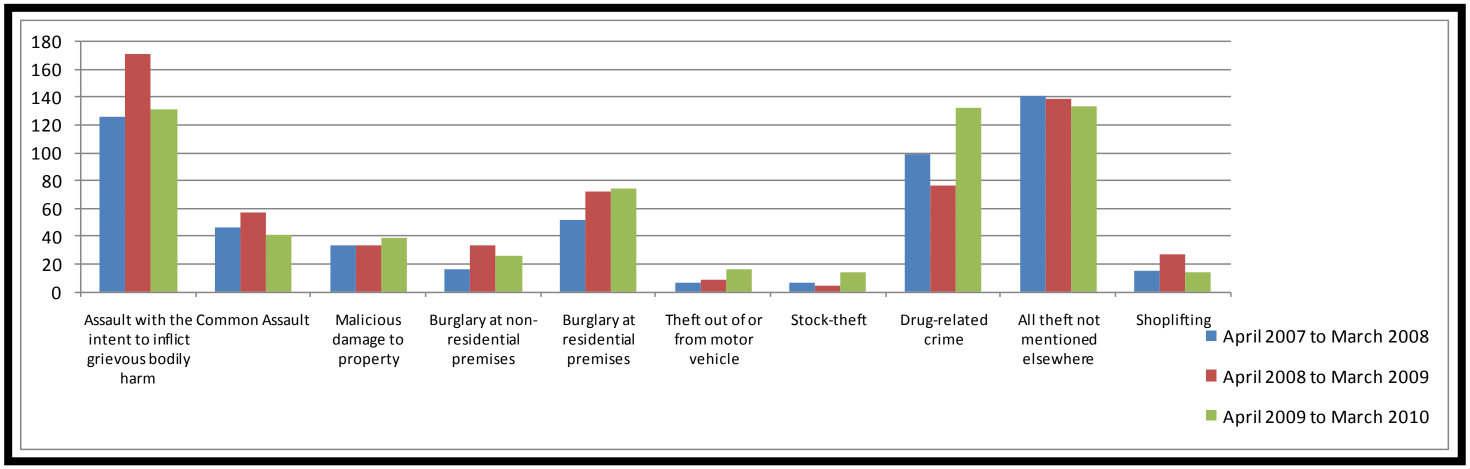
- Reported cases of Assault with the intent to inflict grievous bodily harm, Common Assault, Burglary at residential premises and Malicious Damage to property are captured as being on the increase;
- Reported cases of All theft not mentioned elsewhere are significant in number and reflect a marked decline for the period of April 2008 to March 2009.

3. Humansdorp Crime Statistics:



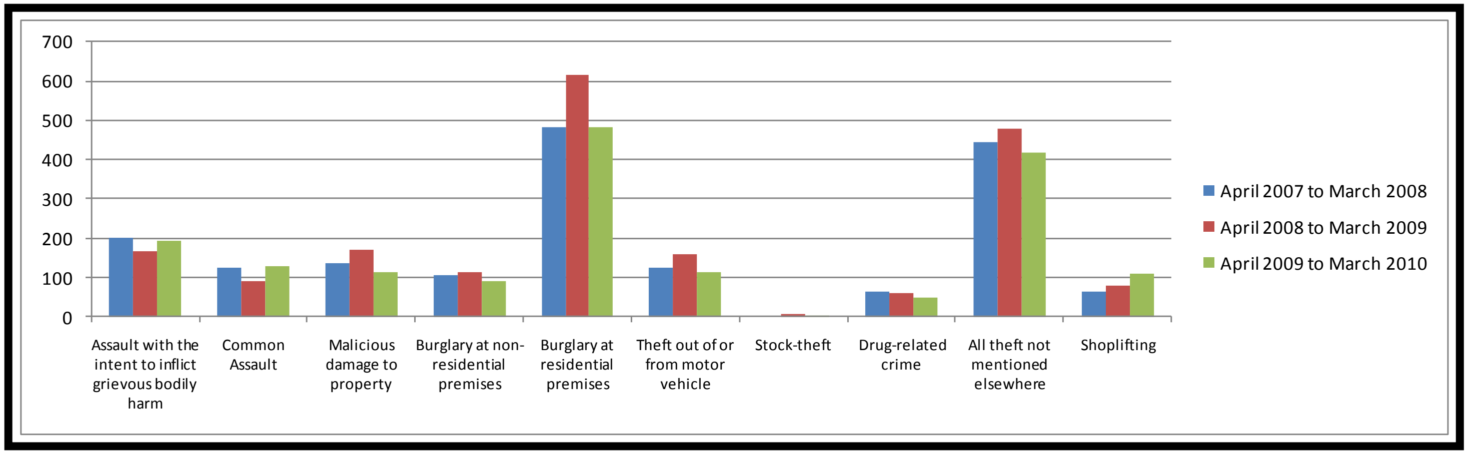
- Burglary at residential premises and Assault with the intent to inflict grievous bodily harm are the most frequently reported crimes;
- All theft not mentioned elsewhere is frequently reported but reflects a decrease over the April 2009 to March 2010 period;
- Common Assault and Burglary at non-residential premises appear to be on the decline;
- Reported cases of Malicious damage to property and shoplifting are indicated as being on the increase.

4. Hankey Crime Statistics:



- Reported cases of All theft not mentioned elsewhere, Drug-related crime and Assault with intent to inflict grievous bodily harm are reflected as the most frequent crimes;
- Burglary at residential premises and Malicious damage to property appear to be on the increase.

5. Jeffreys Bay Crime Statistics:



- Burglary as residential premises All theft not mentioned elsewhere are recorded as the most frequently reported crimes;
- Assault with intent to inflict grievous bodily harm, common assault and shoplifting appear to be on the increase;
- Burglary at non-residential premises and Drug-related crime are captured as being on the decline.

K: Cacadu District Perspective: Trend Analysis of Reported Crime per Town:

Reported Crime Ranked by Frequency	Towns demonstrating an Escalating Trend	Towns demonstrating a Declining Trend
Burglary at Residential Premises	• Jansenville • Joubertina • Kenton-on-Sea • Bathurst • Steytlerville • Aberdeen • Somerset East • Cookhouse • Pearston • Grahamstown • Riebeeck East • Thornhill • Patensie • Humansdorp • Hankey • Jeffreys Bay • Wolwefontein	• Klipplaat • Kareedouw • Port Alfred • Paterson • Graaff-Reinet
All theft not mentioned elsewhere	• Jansenville • Port Alfred • Kenton-on-Sea • Bathurst • Willowmore • Steytlerville • Paterson • Aberdeen • Cookhouse • Pearston • Thornhill • Hankey • Wolwefontein	• Joubertina • Graaff-Reinet • Grahamstown • Riebeeck East • Patensie • Humansdorp • Jeffreys Bay
Assault with the intent to inflict grievous bodily harm	• Jansenville • Klipplaat • Kareedouw • Joubertina • Bathurst • Paterson • Addo • Somerset East • Cookhouse • Thornhill • Patensie • Humansdorp • Hankey • Wolwefontein	• Stormsriver • Port Alfred • Kenton-on-Sea • Willowmore • Steytlerville • Kirkwood • Graaff-Reinet • Aberdeen • Pearston • Grahamstown • Riebeeck East • Jeffreys Bay
Common Assault	• Klipplaat • Joubertina	• Janseville • Stormsriver

	• Kirkwood • Somerset East • Pearston • Grahamstown • Riebeeck East • Patensie • Hankey • Jeffreys Bay	• Port Alfred • Willowmore • Steytlerville • Paterson • Graaff-Reinet • Aberdeen • Cookhouse • Humansdorp • Wolwefontein
Malicious damage to property	• Jansenville • Klipplaat • Joubertina • Bathurst • Addo • Somerset East • Cookhouse • Pearston • Riebeeck East • Thornhill • Patensie • Humansdorp • Hankey • Wolwefontein	• Stormsriver • Port Alfred • Kenton-on-Sea • Willowmore • Steytlerville • Paterson • Graaff-Reinet • Aberdeen • Grahamstown • Jeffreys Bay
Drug related crime	• Stormsriver • Port Alfred • Kenton-on-Sea • Bathurst • Willowmore • Steytlerville • Kirkwood • Addo • Pearston • Graaff-Reinet • Aberdeen • Somerset East • Cookhouse • Riebeeck East • Thornhill • Patensie • Humansdorp • Hankey • Wolwefontein	• Grahamstown • Jeffreys Bay
Stock-theft	• Klipplaat • Bathurst • Willowmore • Steytlerville • Addo • Graaff-Reinet • Somerset East • Cookhouse • Pearston	• Jansenville • Kareedouw • Paterson • Aberdeen • Thornhill

	• Grahamstown • Riebeeck East • Humansdorp • Hankey • Wolwefontein	
Theft out of or from a motor vehicle	• Stormsriver • Port Alfred • Kenton-on-Sea • Addo • Somerset East • Thornhill • Humansdorp • Hankey • Wolwefontein	• Willowmore • Paterson • Graaff-Reinet • Aberdeen • Cookhouse • Pearston
Shoplifting	• Kareedouw • Graaff-Reinet • Somerset East • Grahamstown • Patensie • Humansdorp • Hankey • Jeffreys Bay	• Thornhill
Burglary at non-residential premises	• Jansenville • Bathurst • Addo • Cookhouse • Grahamstown • Hankey • Wolwefontein	• Kareedouw • Joubertina • Port Alfred • Kenton-on-Sea • Graaff-Reinet • Aberdeen • Somerset East • Patensie • Humansdorp • Jeffreys Bay

L: Contact or Violent Crimes Recorded in the District: April 2007 to March 2010:

According to the Statistics released by the South African Police Services in September 2010, certain contact or violent crimes pose a more serious threat to communities than crime in general.

Contact or Violent Crimes such as Murder, Attempted Murder, Sexual Offences, Aggravated Robbery and Common Robbery are not ranked amongst the Top Ten Crimes committed in the Cacadu District. These crimes do however present a distinct threat to society and are an indication of social and socio-economic circumstances.

These crimes are thus reflected and recorded overleaf per Town per Local Municipality for the period from April 2007 to March 2010.

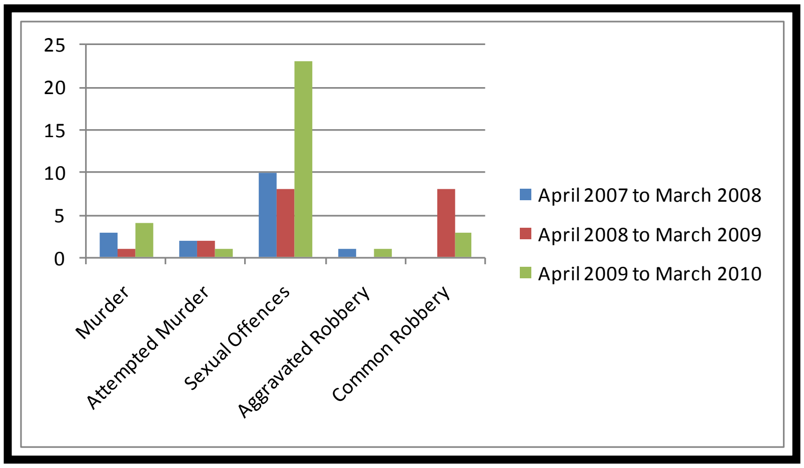
The crimes listed in the following table are totalled in order to give an indication of the most prominent types of contact crime committed in the Cacadu District between April 2008 and March 2010.

Type of Reported Contact Crime	Murder	Attempted Murder	Sexual Offences	Aggravated Robbery	Common Robbery
IKWEZI LOCAL MUNICIPALITY					
Jansenville[13]	4	1	23	1	3
Klipplaat	1	1	12	0	1
Wolwefontein	0	1	0	1	0
Sub-Total:	**5**	**3**	**35**	**2**	**4**
KOUKAMMA LOCAL MUNICIPALITY					
Stormsriver	5	2	16	1	7
Kareedouw	8	0	9	0	6
Joubertina	22	12	57	13	14
Sub-Total:	**35**	**14**	**82**	**14**	**27**
NDLAMBE LOCAL MUNICIPALITY					
Seafield	0	0	2	0	0
Port Alfred	0	5	17	52	19
Ken-on-Sea	7	1	27	10	2
Bathurst	3	2	19	10	4
Alexandria	4	12	24	24	13
Sub-Total:	**14**	**20**	**89**	**96**	**38**
BAVIAANS LOCAL MUNICIPALITY					
Willowmore	6	11	16	0	2
Steytlerville	1	4	10	1	2
Baviaanskloof	0	0	0	0	1
Rietbron	1	1	3	0	1
Sub-Total:	**8**	**16**	**29**	**1**	**6**
SUNDAYS RIVER VALLEY MUNICIPALITY					
Kirkwood	19	9	77	18	77
Paterson	4	1	19	6	4
Addo	13	28	58	40	24
Sub-Total:	**36**	**38**	**154**	**64**	**105**
CAMDEBOO LOCAL MUNICIPALITY					
Graaff-Reneit	25	6	47	21	42
Aberdeen	5	3	9	2	2
Sub-Total:	**30**	**9**	**56**	**23**	**44**
BLUE CRANE ROUTE LOCAL MUNICIPALITY					
Somerset East	11	4	30	6	13
Cookhouse	12	2	24	4	10
Pearston	2	0	10	4	3
Sub-Total:	**25**	**6**	**64**	**14**	**26**
MAKANA LOCAL MUNICIPALITY					
Grahamstown	42	46	160	252	117
Riebek East	0	1	2	0	0
Seven Fountains	0	0	5	4	0
Sub-Total:	**42**	**47**	**167**	**256**	**117**
KOUGA LOCAL MUNICIPALITY					
Thornhill	5	8	22	3	4
Patensie	5	1	43	5	9
Humansdorp	16	26	87	58	76
Hankey	9	1	31	8	13
Jeffrey's Bay	8	12	49	86	51
Sub-total:	**43**	**48**	**232**	**160**	**153**
TOTAL:	**238**	**201**	**908**	**630**	**520**

[13] Figures represent the number of cases reported at Police Stations for the period April 2009 to March 2010.

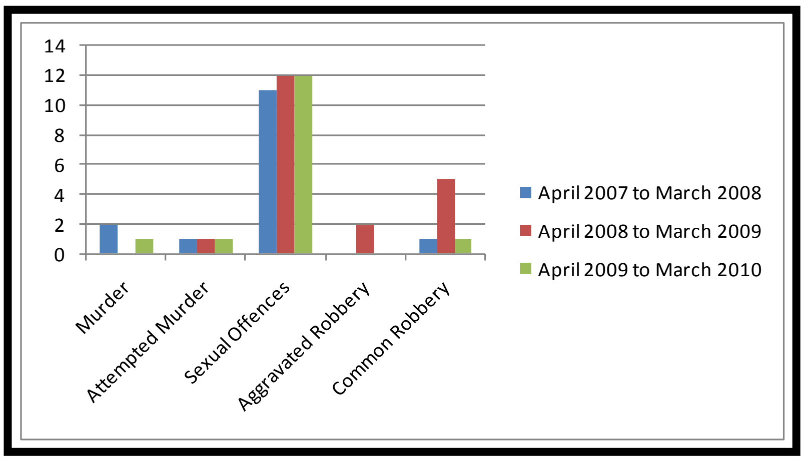
M: Ikwezi Local Municipality: Contact Crimes per Town: April 2007 to March 2010[14]:

1. Jansenville Contact Crime Statistics:



- Sexual offences are portrayed as being on the increase in this area.

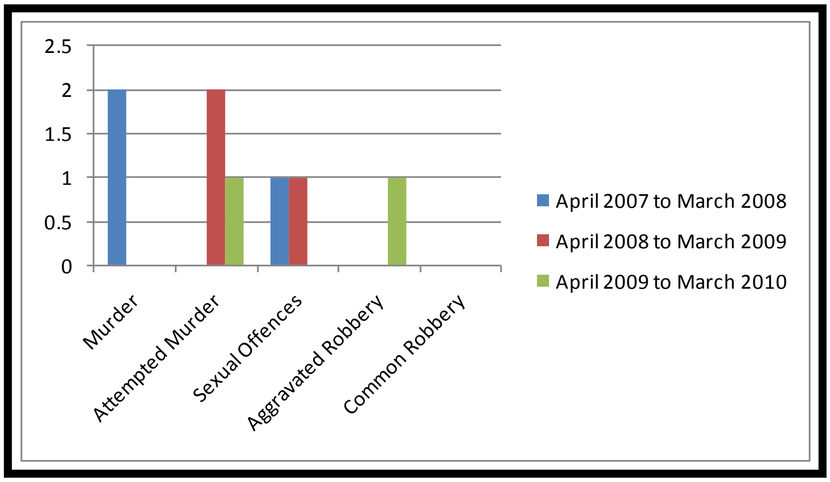
2. Klipplaat Contact Crime Statistics:



- Sexual offences are portrayed as being on the increase in this area.

[14] Source: SAPS, September 2010

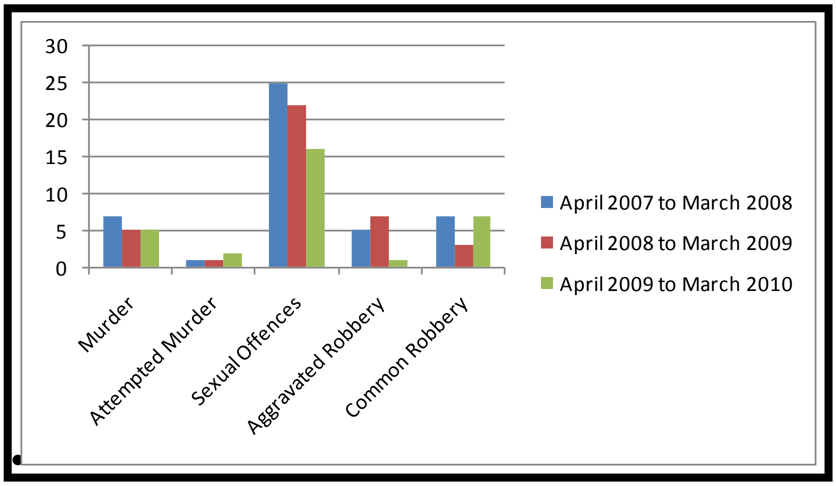
3. Wolwefontein Contact Crime Statistics:



- Attempted murder, sexual offences and aggravated robbery are the most commonly committed contact crimes in this area.

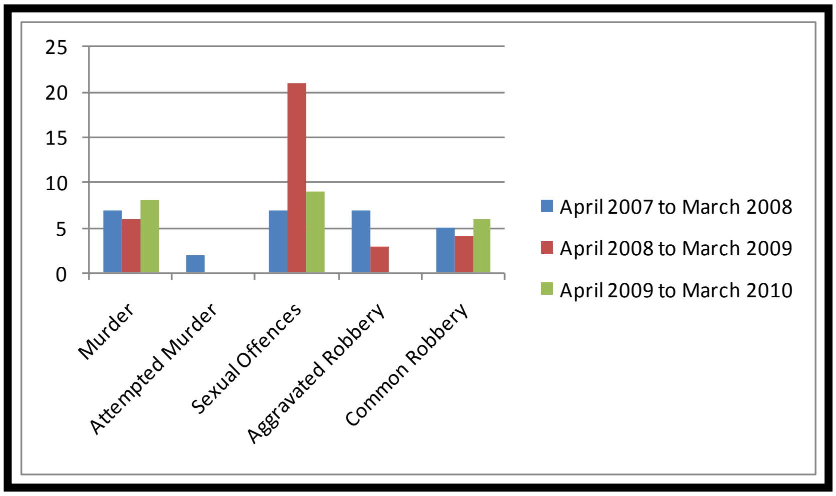
<u>N: Koukamma Local Municipality: Contact Crimes per Town: April 2007 to March 2010:</u>

1. Stormsriver Contact Crime Statistics:



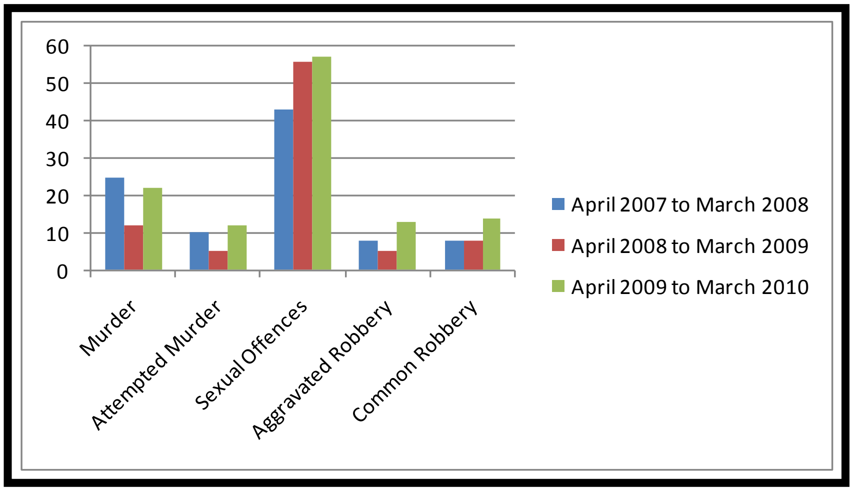
- Sexual Offences are the most prominent contact crimes committed in this area, but appear to be on the decrease.

2. Kareedouw Contact Crime Statistics:



- Sexual Offences are the most prominent contact crimes committed in this area, but appear to be on the decrease.

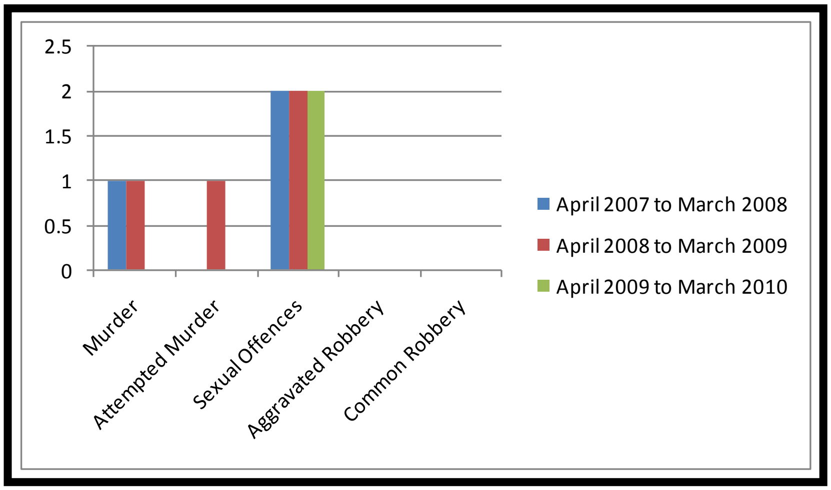
3. Joubertina Contact Crime Statistics:



- Sexual Offences are the most prominent contact crimes committed in this area, and appear to be on the increase.

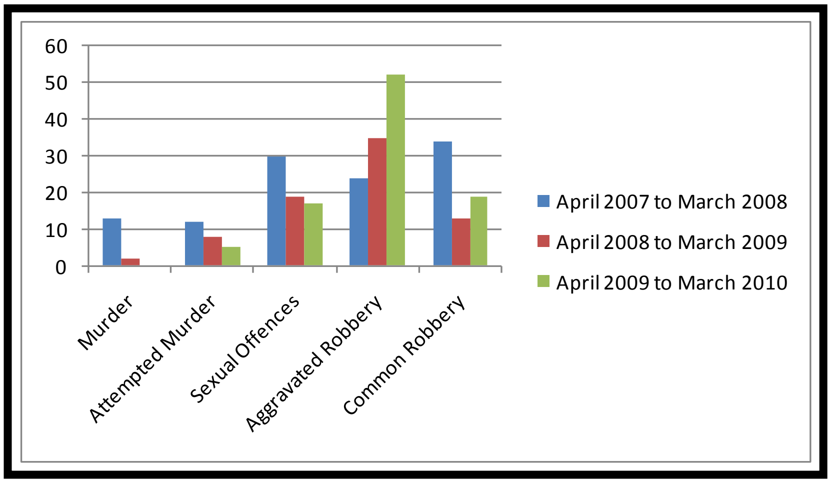
O: Ndalmbe Local Municipality: Contact Crimes per Town: April 2007 to March 2010:

1. Seafield Contact Crime Statistics:



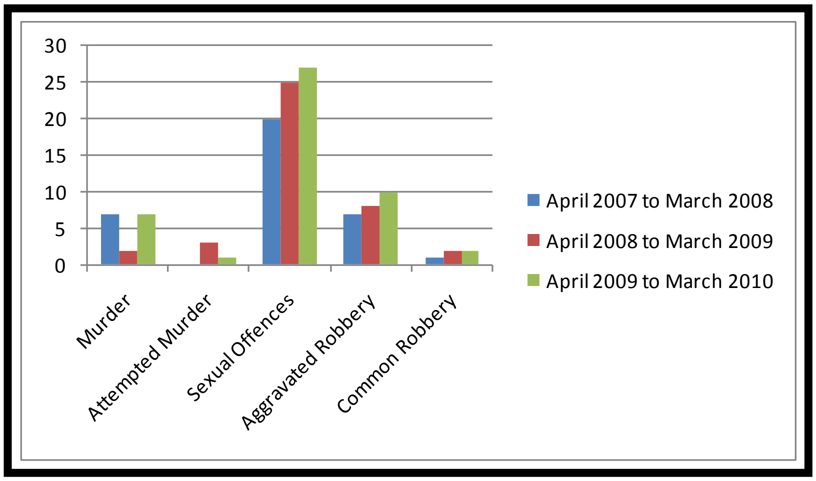
- Sexual Offences are the most prominent contact crime committed in this area.

2. Port Alfred Contact Crime Statistics:



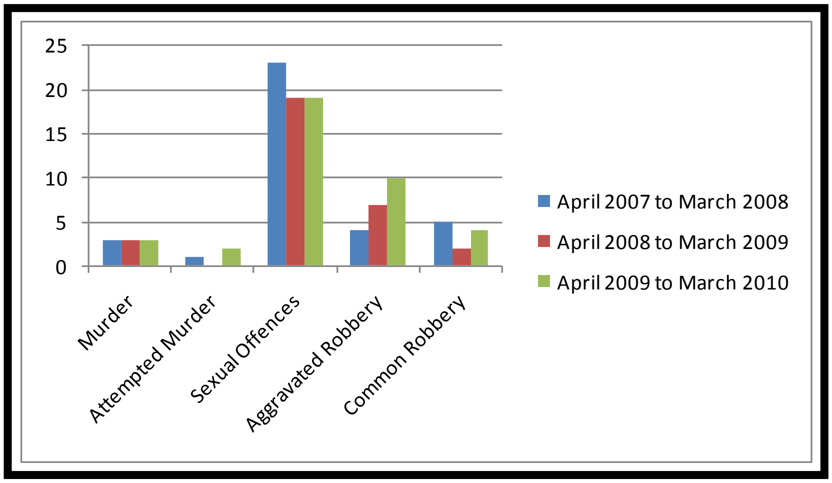
- Sexual Offences and Aggravated Robbery are the most commonly reported contact crimes.
- Reported cases of Sexual Offences appear to be on the decrease while Aggravated Robbery appears to be on the increase.

3. Kenton-on-Sea Contact Crime Statistics:



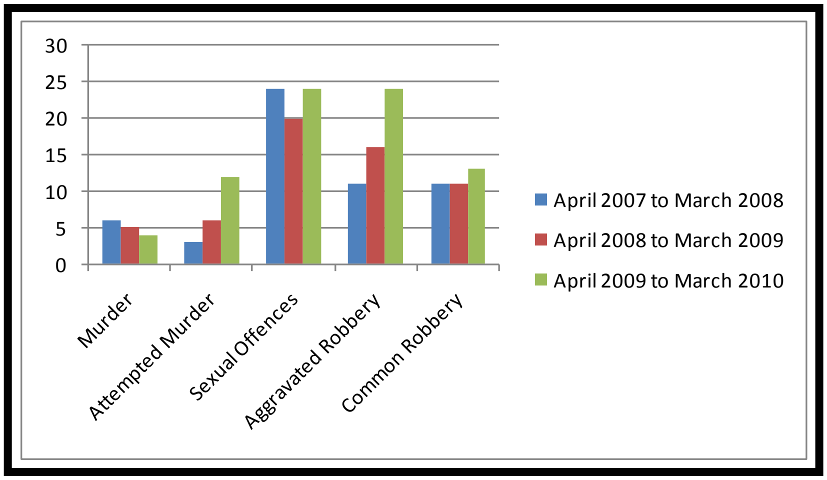
- Sexual Offences and Aggravated Robbery are the most prominent contact crimes committed in this area, and appear to be on the increase.

4. Bathurst Contact Crime Statistics:



- Sexual Offences and Aggravated Robbery are the most commonly reported contact crimes in this area. Sexual Offences appear to be on the decrease with Aggravated Robbery appears to be on the increase.

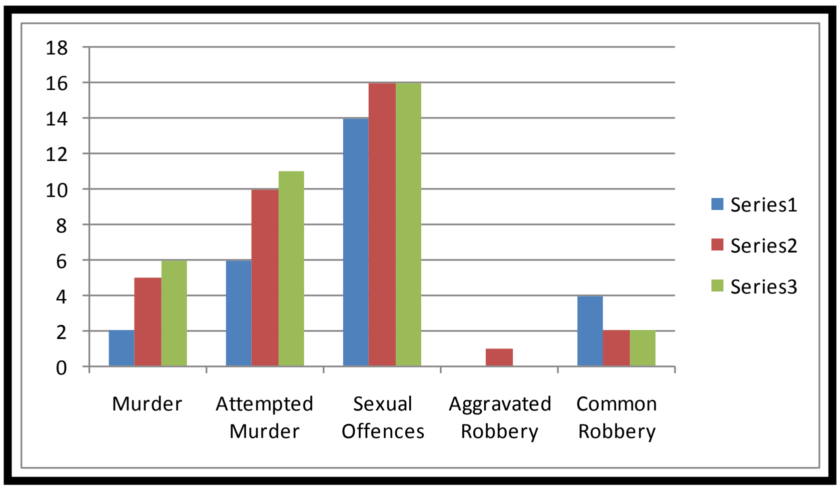
5. Alexandria Contact Crime Statistics:



- Sexual Offences and Aggravated Robbery are the most commonly reported contact crimes in this area.

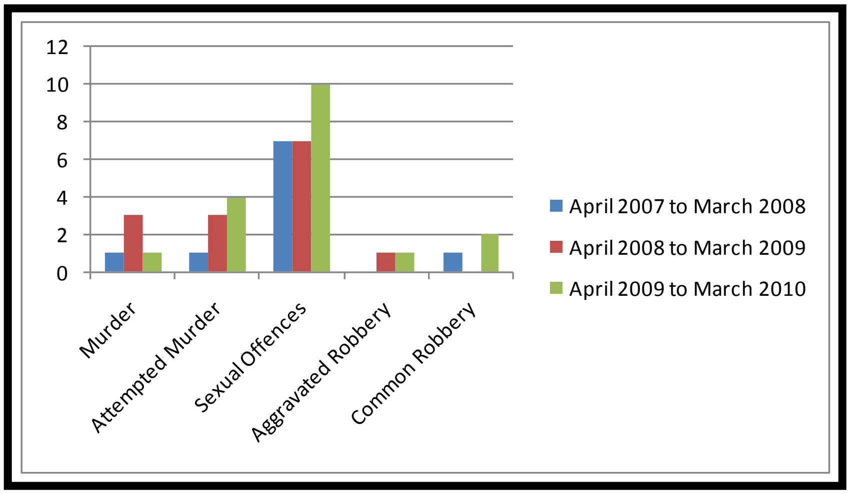
P: Baviaans Local Municipality: Contact Crimes per Town: April 2007 to March 2010:

1. Willowmore Contact Crime Statistics:



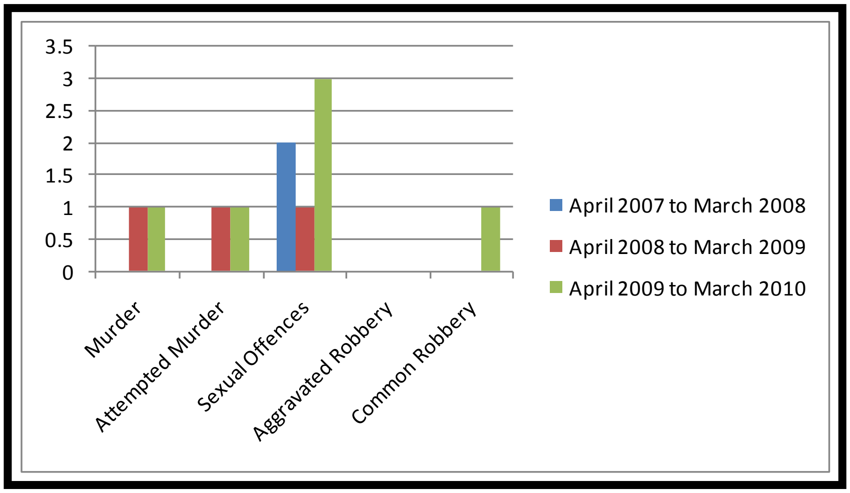
- Murder, Attempted Murder and Sexual Offences are the most commonly reported contact crimes in this area and appear to be on the increase.

2. Steytlerville Contact Crime Statistics:



- Murder and Aggravated Robbery are the most prominent contact crimes committed in this area, and appear to be on the increase.

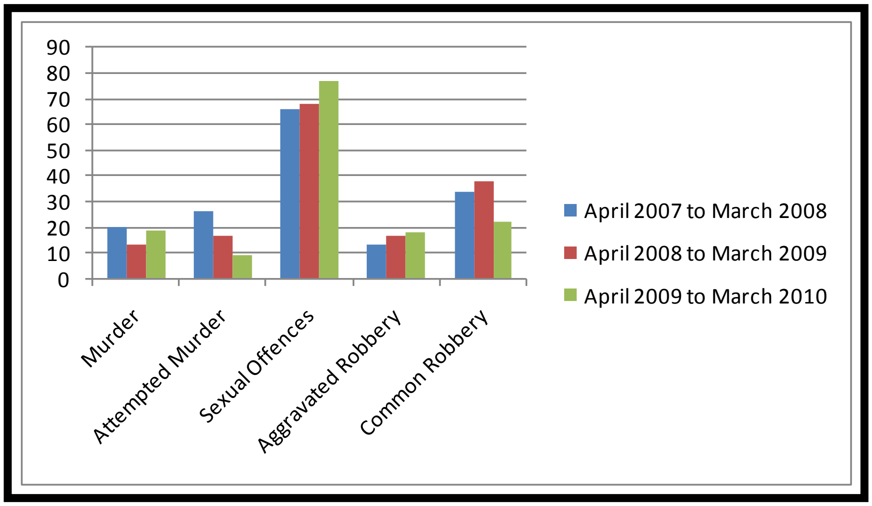
3. Baviaanskloof Contact Crime Statistics:



- Sexual Offences are the most commonly reported contact crimes and are reflected as being on the increase.

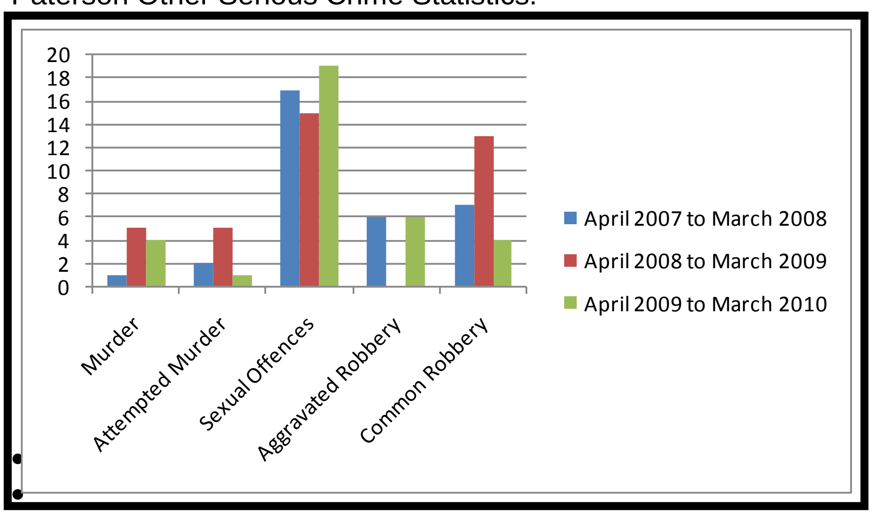
Q: Sundays River Valley Local Municipality: Contact Crimes per Town: April 2007 to March 2010:

1. Kirkwood Contact Crime Statistics:



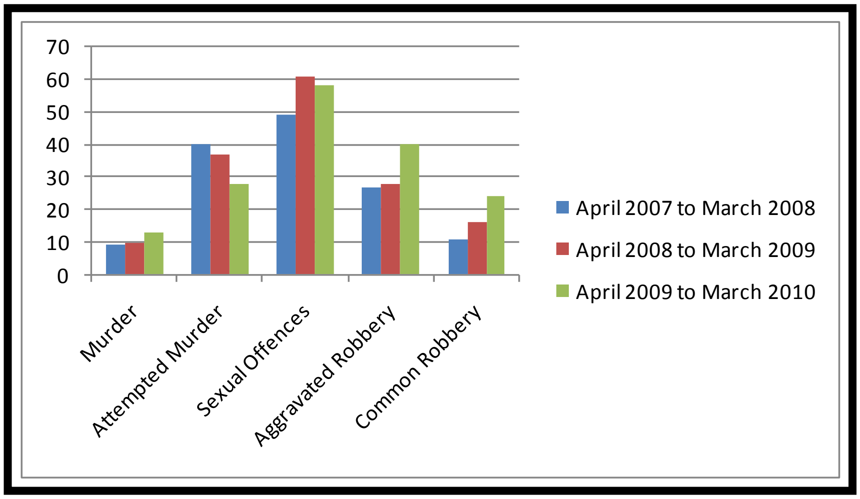
- Sexual Offences are the most commonly reported contact crimes and appears to be on the increase;
- Common Robbery appears to be in the decrease.

2. Paterson Other Serious Crime Statistics:



- Sexual Offences are the most commonly reported contact crimes and appears to be on the increase;
- Common Robbery appears to be in the decrease.

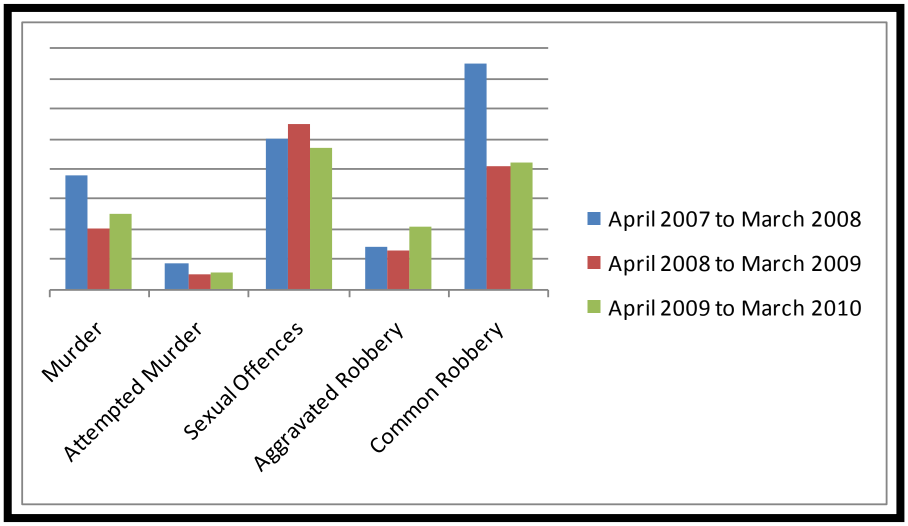
3. Addo Contact Crime Statistics:



- Sexual Offences and Aggravated Robbery are the most prominent contact crimes committed in this area, and appear to be on the increase.

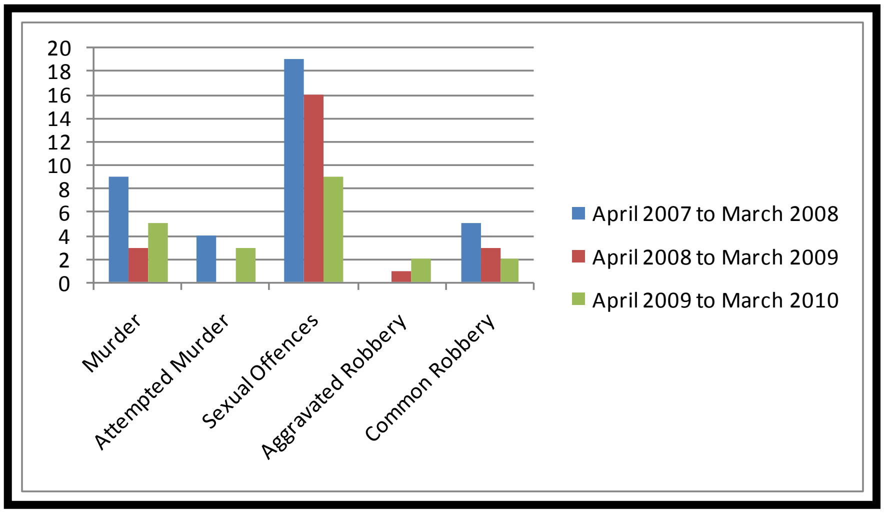
R: Camdeboo Local Municipality: Contact Crimes per Town: April 2007 to March 2010:

1. Graaff-Reinet Contact Crime Statistics:



- Sexual Offences and Common Robbery are the most commonly reported contact crimes in this area and both appear to be on the decrease.

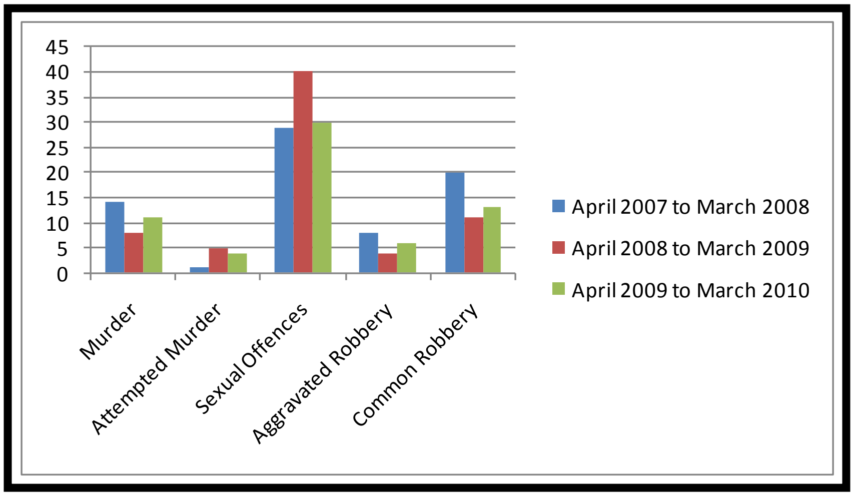
2. Aberdeen Contact Crime Statistics:



- Sexual Offences and Common Robbery are the most commonly reported contact crimes in this area and both appear to be on the decrease.

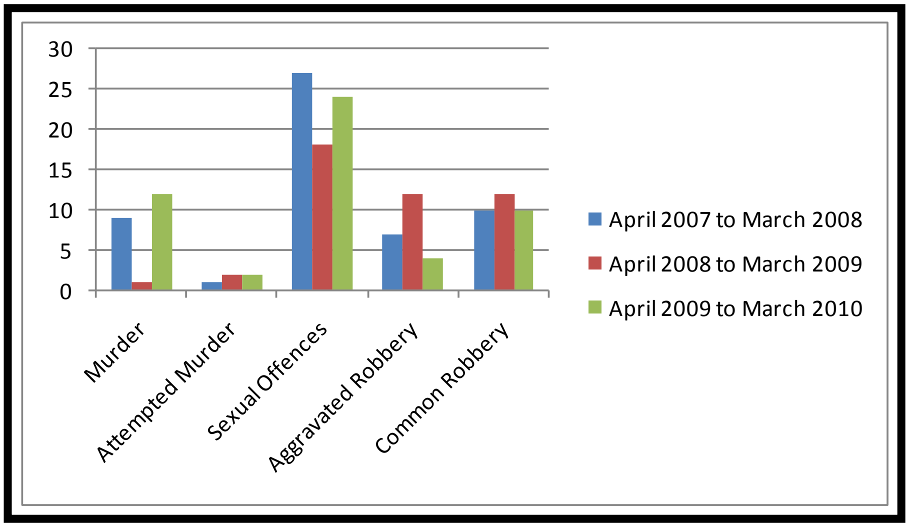
<u>S: Blue Crane Route Local Municipality: Contact Crimes per Town: April 2007 to March 2010:</u>

1. Somerset East Contact Crime Statistics:



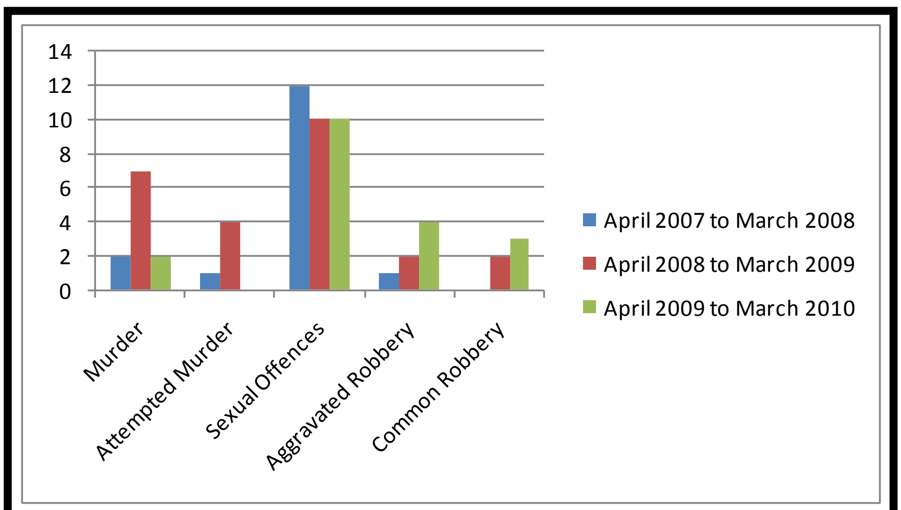
- Sexual Offences and Common Robbery are the most commonly reported contact crimes in this area and both appear to be on the decrease.

2. Cookhouse Contact Crime Statistics:



- Sexual Offences and Common Robbery are the most commonly contace crimes in this area and both appear to be on the decrease.

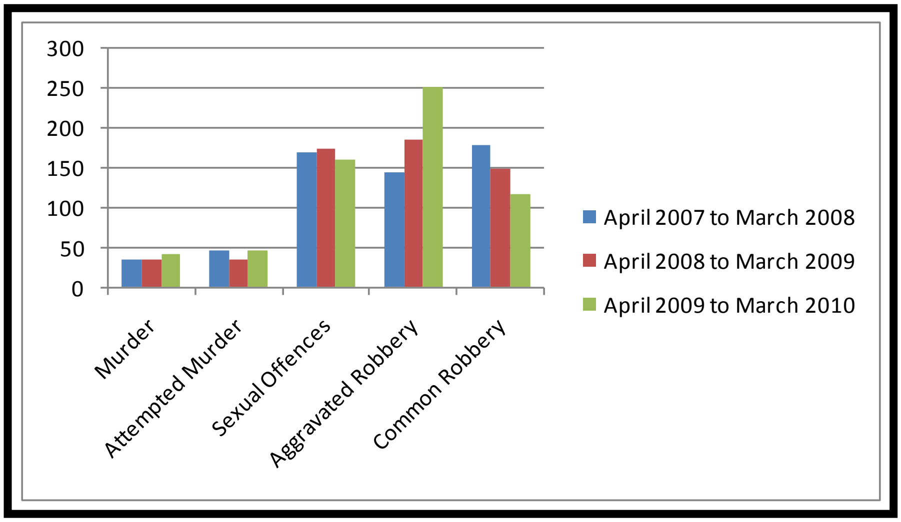
3. Pearston Contact Crime Statistics:



- Sexual Offences are the most commonly reported contact crimes in this area.
- Aggravated Robbery appears to be on the increase.

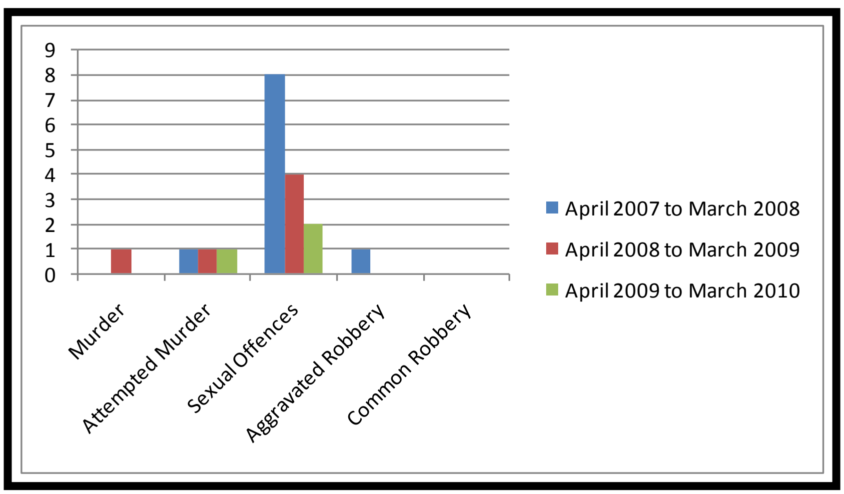
T: Makana Local Municipality: Contact Crimes per Town: April 2007 to March 2010:

1. Grahamstown Contact Crime Statistics:



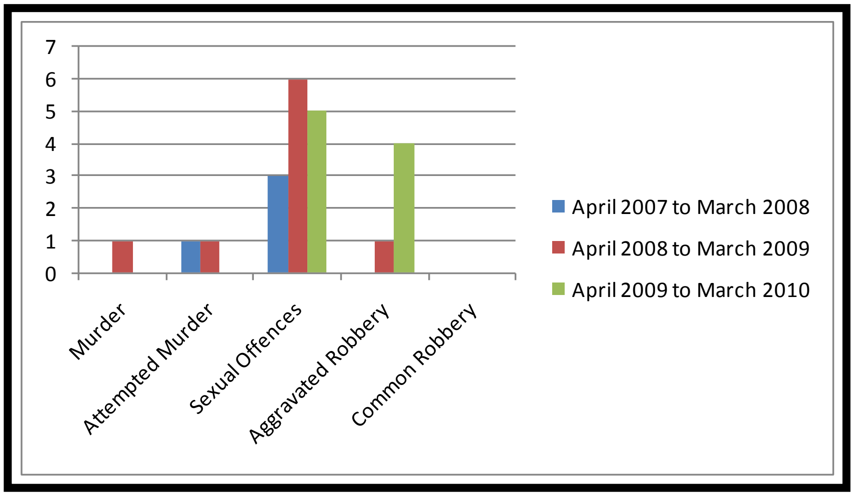
- Sexual Offences and Common Robbery are amongst the most commonly reported contact crime in this area and both appear to be on the decrease.
- Aggravated Robbery is also frequently reported and is portrayed as being on the increase.

2. Riebeeck East Contact Crime Statistics:



- Sexual Offences are the most commonly reported contact crime in this area and are reflected as being on the decrease.

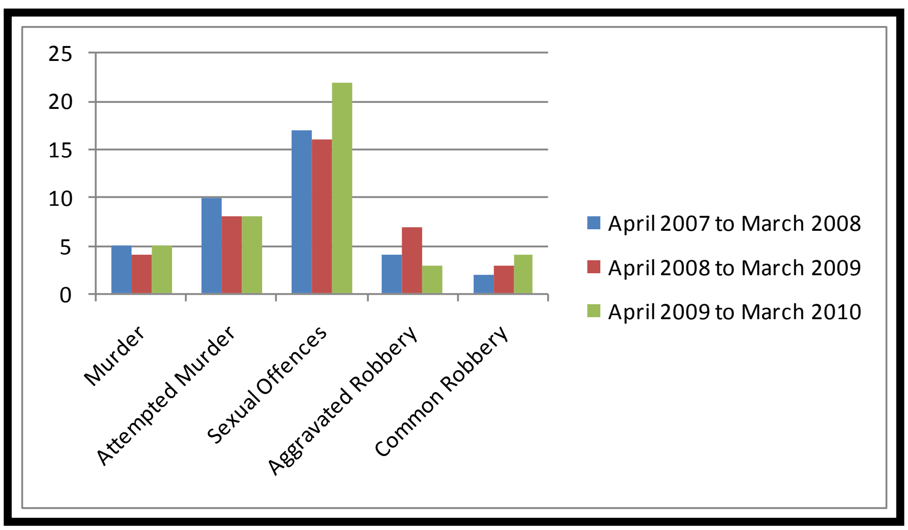
3. Seven Fountains Contact Crime Statistics:



- Sexual Offences are the most frequently reported contact crime and demonstrated a decrease between April 2009 and March 2010.
- Aggravated Robbery appears to be on an increase in this area.

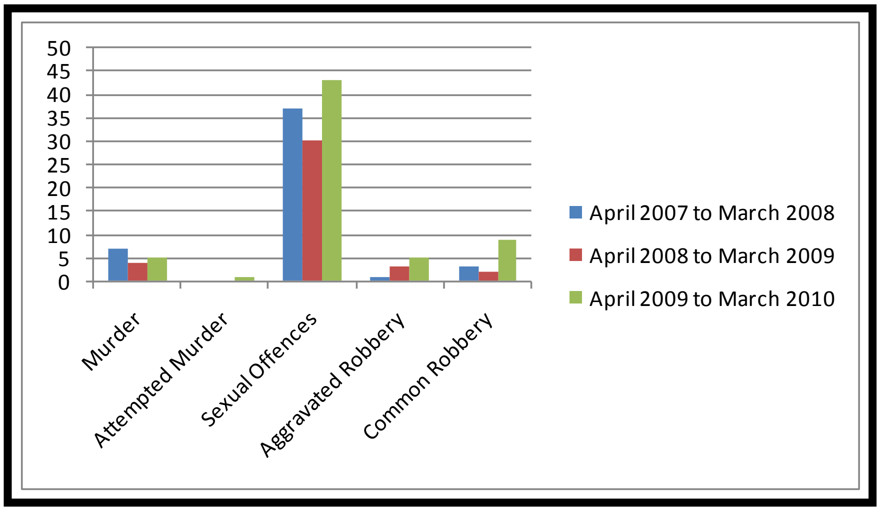
<u>U: Kouga Local Municipality: Contact Crimes per Town: April 2007 to March 2010:</u>

1. Thornhill Contact Crime Statistics:



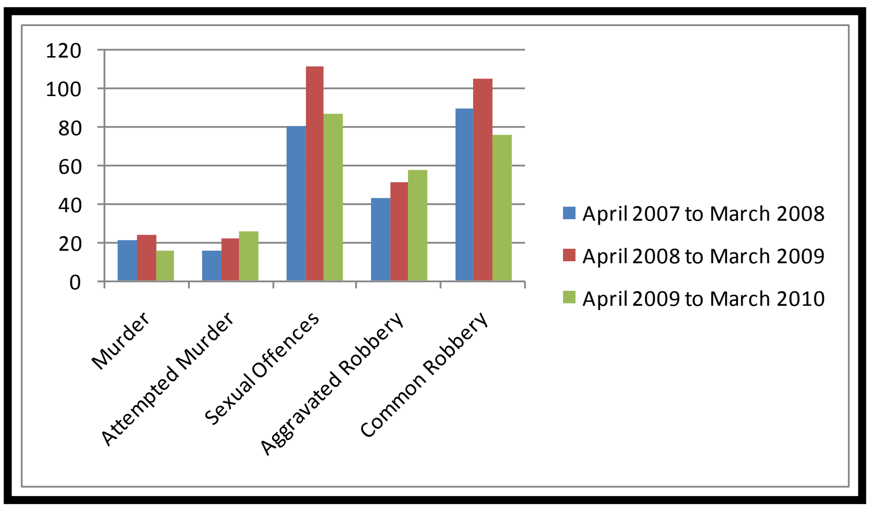
- Sexual Offences and Attempted Murder are the most commonly reported contact crimes in this area.
- Sexual Offences are represented as being on the increase.
- Attempted Murder cases appear to have stabilized but not decreased.

2. Patensie Contact Crime Statistics:



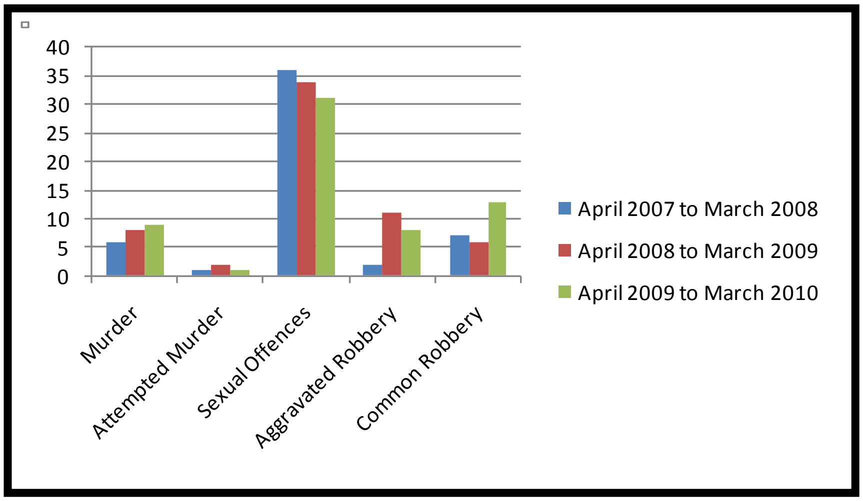
- Sexual Offenses are the most commonly reported contact crime in this area and appear to be on the increase.

3. Humansdorp Contact Crime Statistics:



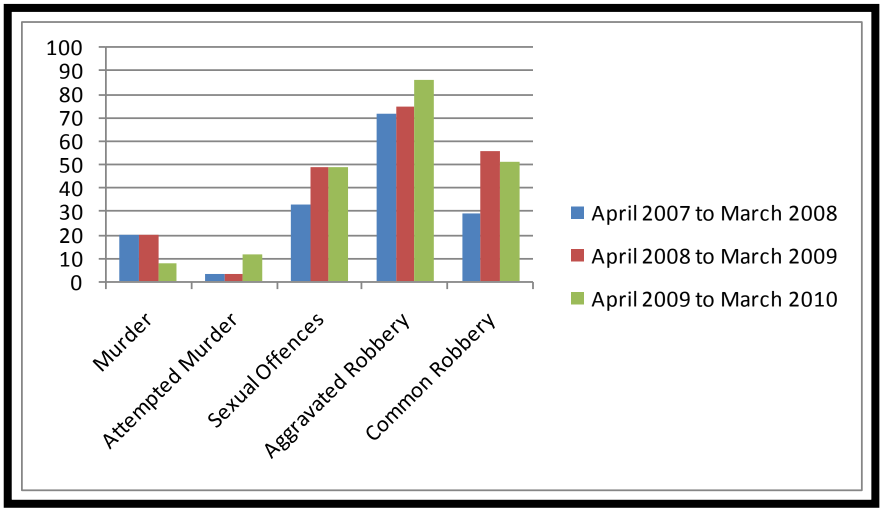
- Sexual Offences, Aggravated Robbery and Common Robbery are the most frequently reported contact crimes in this area.
- Cases of Aggravated Robbery are increasing.
- Sexual Offences and Common Robbery appear to have decreased during the last phase of the study period.

4. Hankey Contact Crime Statistics:



- Sexual Offences are the most commonly reported contact crime in this area although the number of cases have decreased.
- Murder and Common Robbery appear to be on the increase.

5. Jeffreys Bay Contact Crime Statistics:



- Sexual Offences, Aggravated Robbery and Common Robbery are the most commonly reported contact crimes in this area.
- Cases of Sexual Offences and Aggravated Robbery are on the increase.
- Common Robbery cases have demonstrated a subtle decrease.

V: Local Police Forums:

The establishment of community police forums was legislated in the South African Police Service Act of 1995. The role of local government and crime prevention delivery at local level was further explored in the 1998 White Paper on Safety and Security. While the White Paper focussed mainly on municipal police services, it nevertheless points to the key role of local government "*in ensuring an environment less conducive to crime".* It further encourages municipalities to develop crime prevention strategies, both to ensure crime prevention interventions, *"but also to align local resources and development objectives within a crime prevention framework. Crime and crime prevention should be seen as central to the planning and functions of all municipal department line functions"*. The White Paper acknowledges that the required resources and capacity may prove to be a constraint, but that local governments should attempt to provide a budget for this purpose, or leverage funding from other government spheres, the private sector and donors.

The White Paper presents several areas through which local government may play a role in crime prevention, ranging from working with the local police, the effective enforcement of by-laws, developing a crime prevention framework and allocating resources for its implementation, and generally mainstreaming crime prevention strategies in all development projects undertaken by the municipality. The role of community police forums and the need for local government to work closely with such forums, are highlighted considering the crime rates per crime categories per Local Municipality as illustrated in the table hereafter.

2.2.2 INSTITUTIONAL CAPACITY

i) Powers and Functions

The table that follows illustrates the powers and functions allocated to the Cacadu District Municipality along with its associated local municipalities.

Key issues relating to powers and functions within the Cacadu District are as follows:

- In terms of the Water Services Act, Act 108 of 1997 the Local Municipalities are Water Services Authorities and as such they are responsible for water services in their areas.
- In terms of the National Land Transport Act, Act 2 of 2009 the Cacadu District Municipality as a Type 2 Planning Authority is tasked with the responsibility of Transport Planning for the District and is therefore responsible for compiling and reviewing the Integrated Transport Plan.
- There are three road categories in the District namely Municipal, Provincial and National Roads. Local Municipalities are responsible for the construction, upgrading and maintenance of Municipal Roads, Province is responsible for Provincial Roads and National through the South African Roads Agency is responsible for National roads.
- In terms of the Disaster Management Act, Act 57 of 2002, the District is responsible for this function.
- According to the Municipal Structures Amendment Act, Act 1 of 2003, Fire fighting Services is the responsibility of the District Municipality.

- According to the Municipal Structures Amendment Act, Act 117 of 1998, Municipal / Environmental Health Services is the competency and function of the District Municipality. The function is currently being rendered on an agency basis by seven of the nine Local Municipalities.
- Housing is the competency of the Provincial Housing Department.
- Refuse removal, refuse dumps and solid waste disposal is the competency of the Local Municipalities.
- According to the National Waste Management Strategy, all Local Municipalities are responsible for the management of solid waste as well as have the obligation of compiling an Integrated Waste Management Plan.

Table 2.4: Powers & Functions

POWERS AND FUNCTIONS	Cacadu	Camdeboo	Blue Crane Route	Ikwezi	Makana	Ndlambe	Sundays River Valley	Baviaans	Kouga	Kou-Kamma
Air pollution		Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Building regulations	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Child care faculties		Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Electricity reticulation	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Fire fighting	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Local tourism	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Municipal airports	Yes, excl. EC101,EC108	Yes, incl. DM function	Yes	Yes	Yes	Yes	Yes	Yes	Yes, incl. DM function	Yes
Municipal planning	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Municipal health services	Performs its own function	No	No	No	No	No	No	No	No	No
Municipal public transport	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Pontoons and ferries		Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Storm water		Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Trading regulations		Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Water (Potable)	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Sanitation	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Beaches and Amusement facilities		Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Billboards and the display of advertisements in public places		Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Cemeteries, funeral parlours and crematoria	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Cleansing		Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Control of public nuisance		Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Control of undertakings that sell liquor to the public		Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Facilities for the accommodation, care and burial of animals		Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Fencing and fences		Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Licensing of dogs		Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Licensing and control of undertakings that sell food to the public		Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Local amenities		Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Local sport facilities		Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Markets	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Municipal abattoirs	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Municipal parks and recreation		Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Municipal roads	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Noise pollution	Yes, for EC103,EC106,EC107,EC109	Yes	Yes	No	Yes	Yes	No	No	Yes	No
Pounds		Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Public places		Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Refuse removal, refuse dumps and solid waste disposal	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Street trading		Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Street lighting		Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Traffic and parking		Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

ii) Institutional Issues – Local Municipalities

The table that follows illustrates pertinent operational issues as relevant to each local municipality within the Cacadu District.

Table 2.5: Institutional Issues – Local Municipality Scan

ISSUES	CAMDEBOO	BLUE CRANE ROUTE	IKWEZI	MAKANA	NDLAMBE	SUNDAYS RIVER VALLEY	BAVIAANS	KOUGA	KOU-KAMMA	CACADU DMA
Staff Establishment	396	300	72	587	466	210	104	1268	164	152
Vacancies Organizational Structure	52	24	32	100	13	51 (22 funded; 63 unfunded)	0	-	40%	
Filled Positions	344	300	49	27(more to come)		172	104	1268	60	
Salary % of Total Budget	29% of Total Budget 40% of Opex	39,5%	46%	41%	33,.8%	32%	42%	38%	37.1%	30%
Free Basic Services (6k/ water, 50 KW Electricity)	√	√	√	√	√	√	√	√	√	√
By-laws	√	√	√	√	√	√	√	√	No	√
Internal Audit	√	√	√	√	√	√	√	√	√	√
Audit Committees	√	√	√	√	√	√	√	√	√	√
Revenue Collection	73%	83%	49,6%	84%	82%	65%	95%	84%	55%	√
AFS	√	√	√	√	√	√	√	√	√	√
Budget	√	√	√	√	√	√	√	√	√	√
Audit Report	2009/10	09/10	08/09	09/10	06/07	09/10	09/10	08/09		09/10
Audit	Nov. 2010	Aug. 2010	√	√	√	16 Feb 2011	Dec 2010	√		2010
MFMA Implementation (Compliance Cost)	No Committee	No Committee	No Committee	No Committee	No Committee	√	√	√	No Committee	
GAMAP / GRAP Compliance	GRAP in progress (being phased in)	Yes , with use of Directive 4	No	Yes	1/7/09	√	No	√	No	√
SCM Compliance	√	√	√	√	√	√	√	√	No	√
Asset Register	√	Yes, being updated	√	√	Phase 1	√	√	√	Yes (but not up-to-date)	√
MM	√	√	√	√	√	√	√	√	√	√
CFO	√	√	√	√	√	√	√	√	√	√
Job Evaluation	96%	97%	100%	100%	Not finalised	100%	100%	Awaiting agreement	90%	98%

Information Management System	√	No	40%	√	√	√	√	√	√	√
ISSUES	**CAMDEBOO**	**BLUE CRANE ROUTE**	**IKWEZI**	**MAKANA**	**NDLAMBE**	**SUNDAYS RIVER VALLEY**	**BAVIAANS**	**KOUGA**	**KOU-KAMMA**	**CACADU DMA**
Delegations	In progress, to be finalized soon	√	50%	√	√	√	√	√	√	√
PMS	In progress. Service Provider appointed.	√	60%	√ Not complete (60%)	√	√	√	√	No	√
Skills Development Plan	√	√	√	√	√	√	√	√	√	√
Employment Equity Plan	Draft only	No	√	√	√	√	√	√	√	√
Assistance Plan	No	√	In progress	Yes	No	√	No	√	No	√
Occupational Health & Safety	√	√	No	√	No	√	No	√	No	√
Website/Communication Plan	Website in place. Plan requires review.	√	Serv.prov appointed, reviewing website	√	√	Yes, Website No Plan	√	√	No	Yes
Customer Care Strategy (Batho Pele)	No	√	√	√	No	No	√	No	No	√
Indigent Policy	√	√	√	√	√	√	√	√	√	√
HIV/AIDS Plan	No (has gone out on tender)	√	48%	√	√	√	√	√	No	√
Focus Groups - Good Gov. Survey	No	√	√	√	√	√	√	√	√	-
Programme (Youth, Gender, Disability)	√ (SPU Officer appointed 01/12/2010)	No	√	√	√	√	No	√	No	√
Financial Delegations	√	√	√	√	√	√	√	√	√	
Procurement Framework	√	√	√	√	√	√	√	√	√	√
Audit Committees	√	√	√	√	√	√	√	√	√	√
By-Law Reformer Policy	√	No	No	No	√	No	No	No	No	
Disaster Management Plan	Waiting for Draft to be finalized.	No	N/A	√	No	√	√	Draft	No	
Project Management Unit	√	No	√	√	√	√	√	√	√	√
Organisational Structure	√ Undergoing Review.	√	√	√	√	√	√	√	√	√
Fin. Maintenance Budget	√	√	√	√	√	√	√	√	No	√
Capital Expenditure Budget	√	√	√	√	√	√	√	√	√	√
Number of Wards	6 On 1 July 2011 - 7 wards	5 On 1 July 2011 - 6 wards	- On 1 July 2011 – 4 wards	12 On 1 July 14 wards	9 On 1 July 10 wards	7 On 1 July 8 wards	- On 1 July 4 wards	10 On 1 July 2011 15 wards	5 On 1 July 2011 6 wards	-

Source : Cacadu Database

iii) Capacity Challenges

The Cacadu District Municipality is obliged in terms of section 83 (3) of the Local Government Municipal Structures Act, 1998, Act No,117 of 1998, to ensure that the nine local municipalities within the Cacadu District can fulfil their responsibilities.

In 2007 Cacadu District Municipality developed and adopted a District Wide Capacity Building Strategy with associated focus areas. Although certain successes have been achieved in terms of the District Wide Capacity Building Strategy capacity challenges still remain within Local Municipalities as suggested by the IDP Assessment Tool as developed by the then Department of Provincial and Local Government (DPLG).

As such projects contained within the CDM's SDBIP seek to fulfil the CDM's capacity building mandate. Those programmes as contained within the CDM's SDBIP seek to support Local Municipalities in the gaining of knowledge, communication and managerial skills necessary to address sustainable development. To operationalise this approach, the CDM's capacity building interventions are viewed as a process that involves value added instruction, the training of trainers, activities with multiplier effects, and networking. This involves both institutional capacity-building, as well as human capacity-building.

Based on current trends Local Municipalities have been categorised per their capacity building requirements, namely:

- Ikwezi, Blue Crane Route, Kou Kamma, Sundays River Valley: High capacity related interventions required.
- Baviaans: Medium capacity related interventions required.
- Kouga, Ndlamne, Makana, Camdeboo: Low capacity related interventions required.

2.2.3 INFRASTRUCTURE OVERVIEW AND ACCESS TO SERVICES

i) Locational Characteristics

The Cacadu District Municipality is a land mass that is dominated by a semi-desert Karoo landscape. The area is characterised by a narrow low-lying land strip along the coast from the west (Storms River) to the east (Port Alfred). Prominent mountains and catchment areas include the Kouga Mountains in the south and the Snow Mountains north of Graaff-Reinet. The central district is characterised by typical Karoo plains between Steytlerville, Jansenville and Rietbron which is periodically subject to drought conditions.

Climatic conditions in the Cacadu District vary from mild conditions and moderate rainfall along the coast to harsh conditions and low rainfall in Karoo. The Tsitsikamma forest in Kou-Kamma Municipality experiences an average summer temperature of 23^{0}C, and a winter average of 17^{0}C, with an average annual rainfall of 945mm. The town of Graaff-Reinet in Camdeboo Municipality experiences average summer temperatures of 31.5^{0}C and winter average winter temperatures of 19.4^{0}C with an average annual rainfall of 255mm.

ii) Settlement Patterns

The Cacadu District is characterized by a web of settlements of various sizes scattered over more than 60 000km^2, originating from the "Ox-wagon trip" planning era. The spatial settlement pattern gives rise to a very particular infrastructure challenge. In towns where the population is concentrated, the existing infrastructure was not planned adequately to cope with rapid development that has occurred over the last decade. To extend the existing infrastructure in towns, services must traverse over long distances into sparsely populated rural hinterlands presenting major challenges. The terrain, due to its Karoo nature, is harsh presenting a shallow hard rock surface that cannot be excavated by hand. Many settlements are further than 250 kms from Port Elizabeth. This has an effect on service delivery, as major suppliers and service providers are residing in the Port Elizabeth

iii) Road, Transport and Rail Network

The Cacadu District is extensively covered by a network of both road and rail, with road being the preferred mode of transport.

The rail network that used to be a vibrant back-bone to the economy of the District has been neglected and is in a state of dilapidation resulting in the collapse of towns like Cookhouse (Blue Crane Route), Paterson (Sundays River Valley) and Klipplaat (Ikwezi).

The narrow gauge line, well known as the "Apple Express", occasionally operates leisure tours to Thornhill and Van Stadens River bridge. Limited activity is also experienced in the Langkloof (Kareedouw, Krakeel, Louterwater, with a branch to Patensie in Kou-Kamma Municipality) used for rolling stock. A total of 8 420km of roads cover the Cacadu District.

A vast portion (82% - approximately 6 880km) of the total road network are gravel roads. This is the second largest challenge the District faces, water being the largest. By their nature gravel roads are maintenance intensive and need a structured maintenance programme that will be resourced accordingly, both financially and in terms of human resources.

Cacadu District Municipality in accordance with Legislation is the Planning Authority in the region for the integration of transportation planning activities. The provincial department of Transport is the custodian of all District and major roads in the District. The National Roads are administered by the South African Roads Agency (SANRA). Local Municipalities are responsible for all internal roads.

Table 2.6: Length of Surfaced & Gravel Roads per LM

Municipality	Gravel Length	Surfaced Length	Total Length
Makana	588.2	169.2	757.4
Blue Crane Route	1 127.1	154.7	1 281.8
Baviaans	827.01	131.8	958.80
Ikwezi	670.1	78.7	748.7
Kou-Kamma	333.90	203.11	537.01

Kouga	305.8	226.9	532.9
Ndlambe	453.6	167.2	620.8
Camdeboo	695.2	97.20	792.4
Sunday River	536.9	204.9	741.8
Former District Management Areas	1 341.6	106.7	1 448.3
Total	6 880	1 540	8 420

Source : Cacadu Database

In 2007, the national Department of Transport compiled an assessment of the municipal road network throughout the entire country. Findings pertinent to the Cacadu District are reflected in the tables below.

Table 2.7: Length of Surfaced & Gravel Roads per LM

Name	Paved	Gravel	Tracks	Total
Cacadu				
Camdeboo	60	115	14	189
Blue Crane Route	34	178	17	229
Ikwezi		205	16	221
Makana	156	165	15	336
Ndlambe	151	139	23	313
Sunday's River Valley	29	80	9	118
Baviaans	112	1,085	96	1,293
Kouga	158	185	27	370
Kou-Kamma	70	460	50	580
Total for district	**769**	**2,612**	**268**	**3,649**

Source: National Department of Transport, 2007

As illustrated, the stated length of the road network as per the CDM's database and that of the municipal road network assessment differs quite substantially. It would appear that data gaps do exist with municipal road network assessment which may be due to the methodology employed in collating such information, i.e. the reliance on the completion of questionnaires by Local Municipalities.

A: Roads Prioritization Model:

The CDM has recently developed a roads prioritization model to guide economic infrastructure investment and lobby with provincial and national government for funding and expenditure.

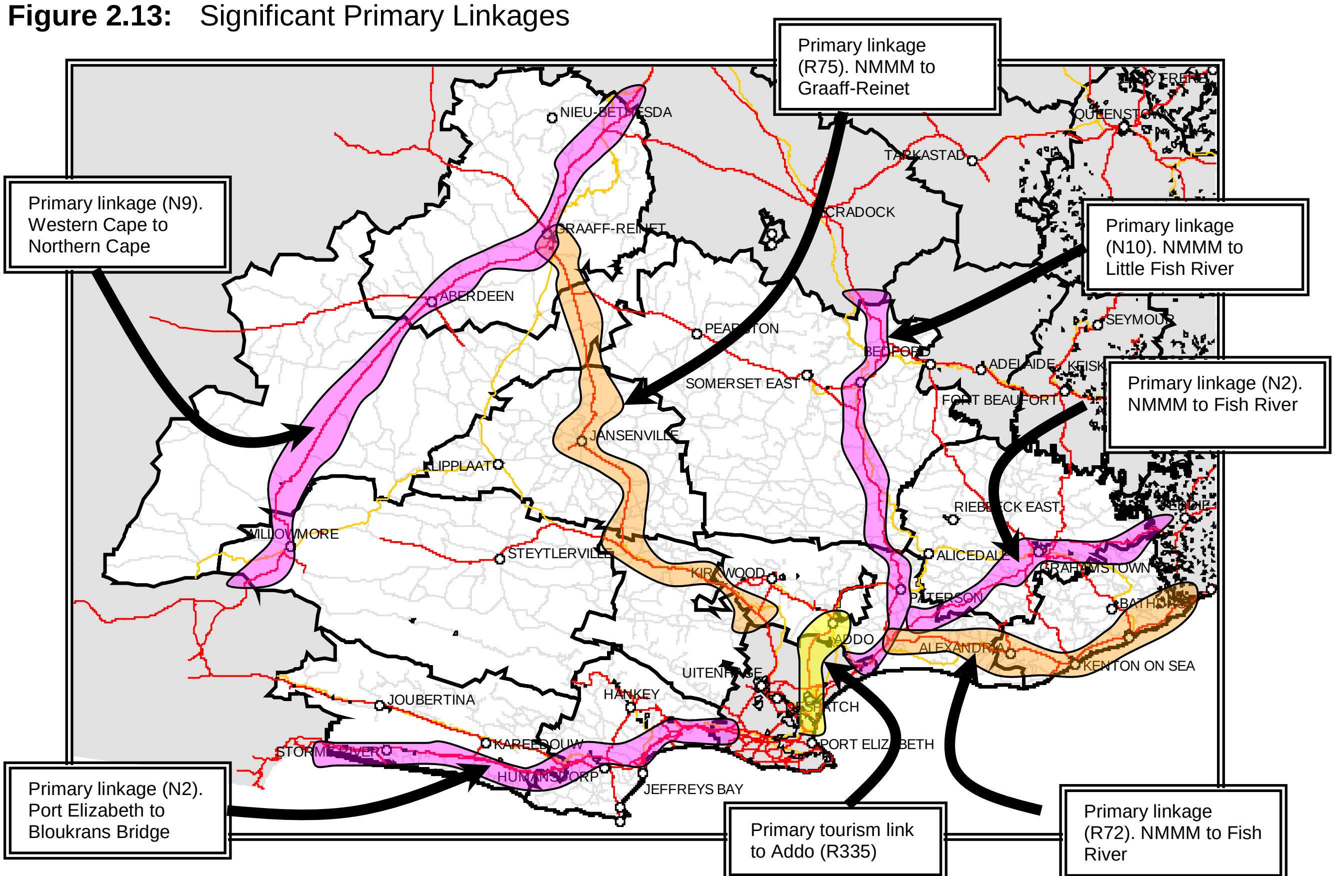
The model takes into account a number of inputs, namely:

- Road Condition
- Traffic volumes
- Road Class
- Public transport routes
- Social facilities (health, police, schools etc.)
- Gross Value Add (GVA – Agriculture & Forestry, Community, Financial, Infrastructure, manufacturing, mining and retail)

- Tourism

Weightings can be assigned to each of these factors, from which an algorithm is then generated and prioritization can then be done. Prioritization can therefore be determined for various scenarios, depending on the focus/aim of the exercise.

Figure 2.13: Significant Primary Linkages



B: Transport and Road Safety:

1. Public Transport:

In 2003 there were eight (8) bus operators in the Cacadu District, with a total of 40 buses operating in Grahamstown (Makana Municipality), Humansdorp (Kouga Municipality), Addo and Kirkwood (Sundays River Valley Municipality), Jansenville (Ikwezi Municipality) and in Graaff-Reinet (Camdeboo Municipality).

Many of these operations discontinued their services after the removal of the subsidy from the Provincial Department of Education for transporting school children, which was a government subsidy scheme. In a survey conducted in March 2006 only four (4) of the eight bus services still existed.

Table 2.8: Bus Operators in Cacadu District

BUS OWNER	BASE OF OPERATION	No. OF BUSES	TYPE OF SERVICE
Klaas	Kirkwood	12	Public, Group

Koetaan	Jansenville	5	Public, Group
Korkee (Jetco)	Humansdorp	8	Public, School, Group
Bailie	Joubertina	2	Public, Group

Source : Cacadu Database

Minibus / Taxi's are the most preferred form of public transport in the District, which is in line with National trends in urban areas. Taxi operations operate in all Local Municipalities. Registered Taxi Associations operate in Ndlambe, Kouga, Koukamma, Makana, Camdeboo and Ndlambe. There are no registered Taxi Associations in Ikwezi, Blue Crane and Baviaans.

Table 2.9: Public Transport Facilities

Municipality	**Facility / Rank**	**Condition**				
		Surface	**Shelter**	**Isle**	**Toilets**	**Type of facility**
Makana	Queen Street rank Shoprite Rank Raglan Rank	paved paved paved	Yes No Yes	Yes No No	Yes Yes Yes	Off-Street Off-Street Off-Street
Sunday's River Valley	Kirkwood Main Street Kirkwood Voortrekker Street KwaNomathamsanqa corner of Main & Typopo KwaNomathamsanqa Upper Main Street	paved paved paved paved	No No Yes Yes	No No No No	No No Yes Yes	Off-Street On Street On Street On Street
Kouga	Jeffrey's Bay rank Voortrekker Road (Humansdorp) Local rank (Humansdorp)	paved paved paved	Yes No No	No No No	Yes Yes Yes	Off-Street Off-Street Off-Street
Camdeboo	Market Street rank (G/Reinet) Goedhals Square rank (G/Reinet)	paved gravel	Yes No	No No	Yes No	Off-Street Off-Street
Blue Crane Route	Cookhouse rank Norwich rank (Somerset East) Worcester Street Pearston taxi rank stems Avon Rd	paved gravel paved	Yes No Yes	No No No	Yes No Yes	Off-Street Off-Street Off-Street
Ndlambe	Port Alfred town rank Marselle rank Alexandria rank	paved paved paved	No No Yes	No Yes No	Yes No Yes	Off-Street Off-Street Off-Street
Baviaans	Willowmore taxi rank	paved	Yes	No	Yes	Off-Street
Kou-Kamma	Kareedouw taxi rank	paved	No	No	No	Off-Street

Source : Cacadu Database

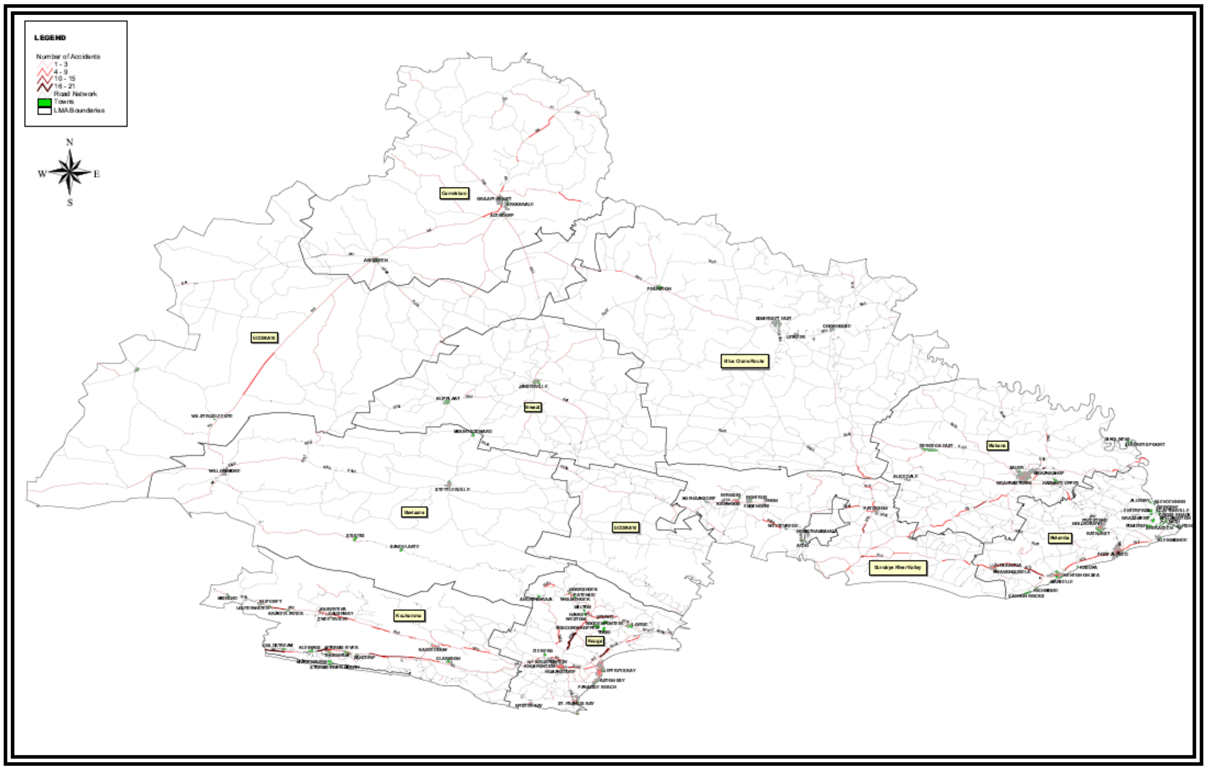
3. Road Safety

In an attempt to address road safety in the District the CDM has developed a road accident database which includes the following key elements:

- An easy to use management system linked to GIS.
- Accurate locating of accidents.
- Accurate data recording and capturing.

The programme was not only developed to manage accident data and ensure proper storage but also to generate reports from the analysis done on the data. Overleaf is an example of some of the reports that can be created from the programme.

4. Results from the Data Analysis:



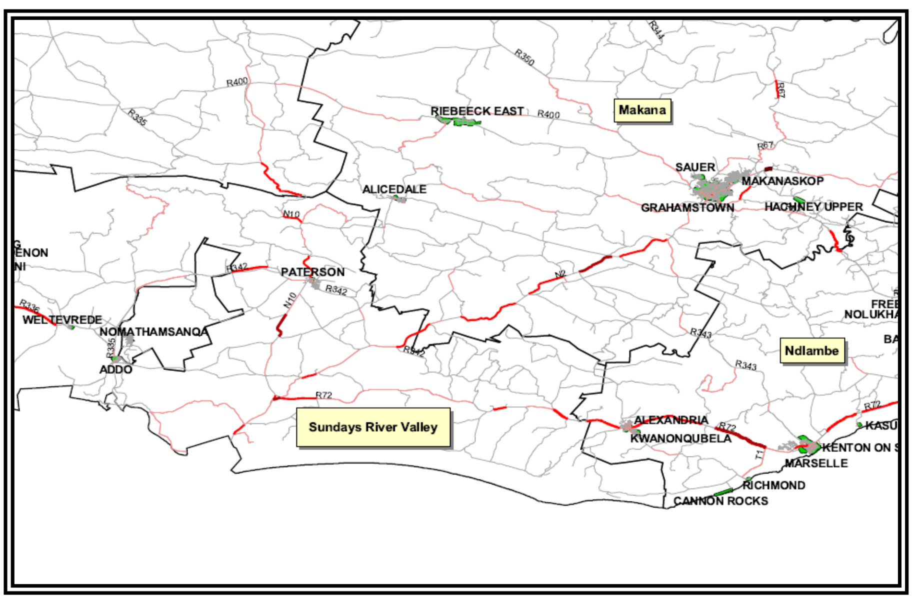


Table 2.10: District Wide Accident Types: June 2008 to June 2010

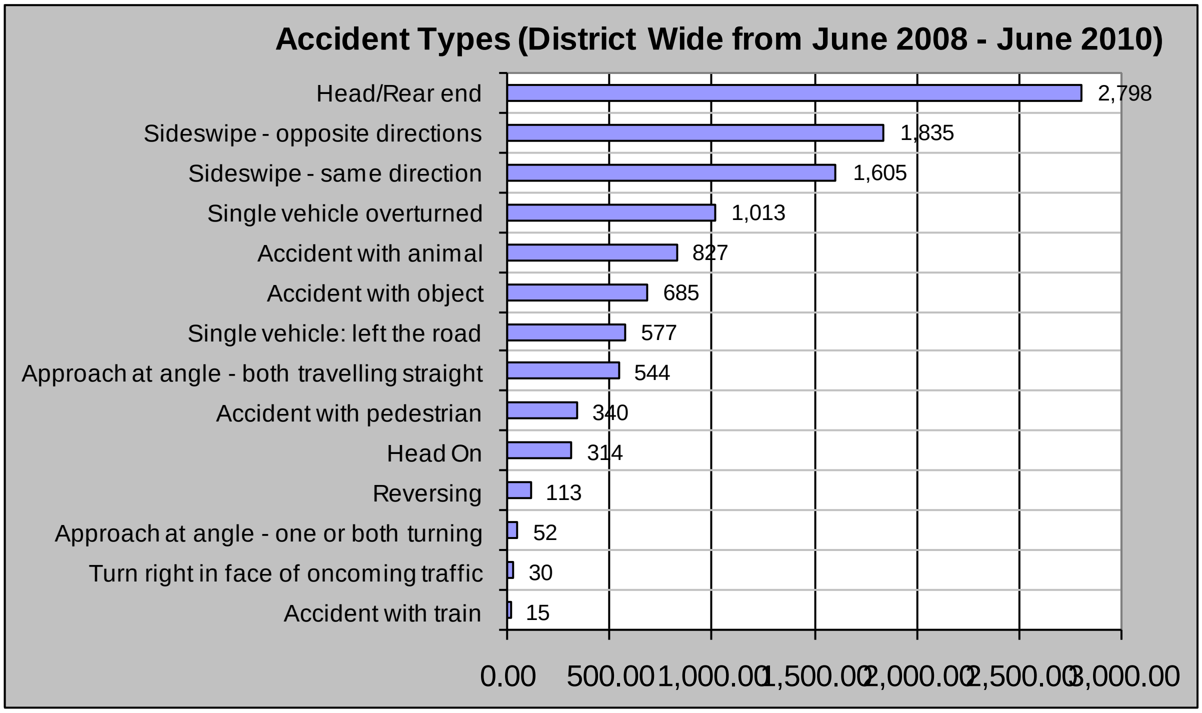
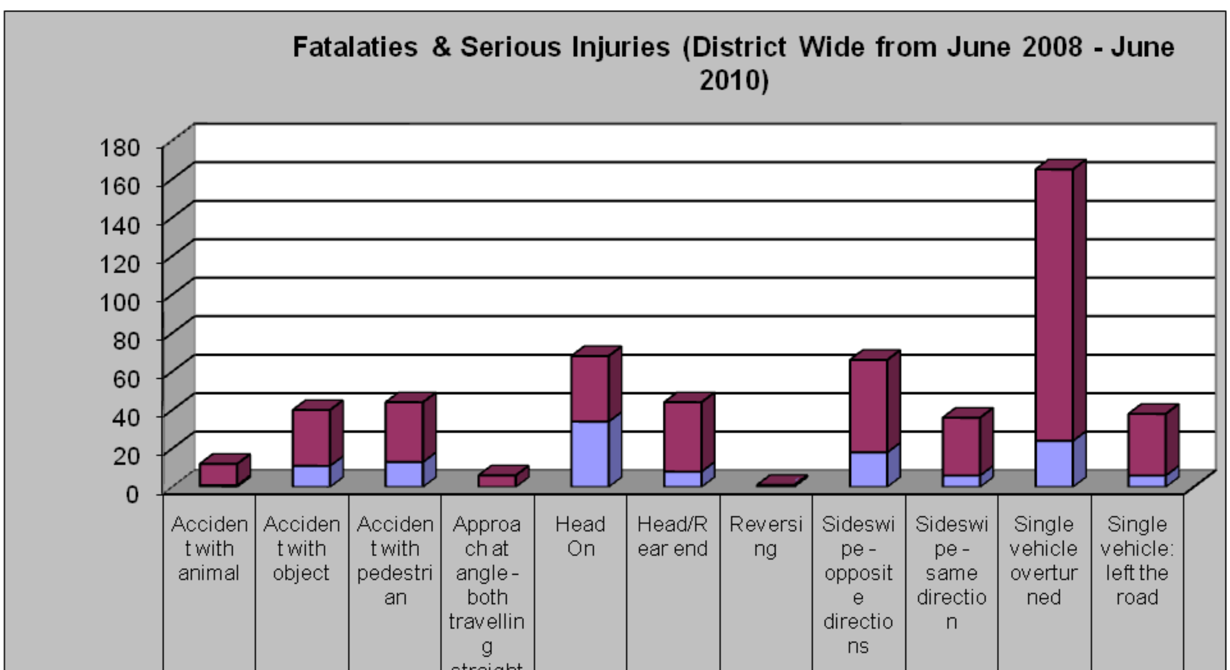


Table 2.11: District Wide Fatalities and Serious Injuries: June 2008 to June 2010



	Accident with animal	Accident with object	Accident with pedestrian	Approach at angle - both travelling straight	Head On	Head/Rear end	Reversing	Sideswipe - opposite directions	Sideswipe - same direction	Single vehicle overturned	Single vehicle: left the road
Serious	11	29	31	6	34	36	0	48	30	141	32
Fatalaties	1	11	13	0	34	8	1	18	6	24	6

The reports from the analysis enables the CDM to identify areas where accident occurrences are most prevalent as well as the type of accidents that are predominant in certain areas on the road network. This therefore enables the CDM to devise actions that would assist in reducing the rate of accidents ie increasing signage, upgrading intersections, increasing lighting, introducing devices that repel animals from the road etc. This also enables the CDM to plan holistically for road safety as well as try and influence government programmes for road safety awareness campaigns.

5. Rail Infrastructure:

The ECDOT recently completed a 10 Year Rail Plan which included a status quo assessment of rail infrastructure in the Eastern Cape. The data in this section has been extracted from the status quo assessment.

The characteristics of the rail network in the Cacadu District (see Figure B) are indicated in Tables 12 to 15 below.

Table 2.12: Rail Infrastructure Network Classification

Type	**Lines**
Export heavy haul	None
Core Network (5➢5Mt/year)	Port Elizabeth – Noupoort
Non-core network (0,2Mt/year⮜5Mt/year)	East London – Cookhouse Port Elizabeth – Klipplaat - Willowmore
Non-core network (⮜0,2Mt/year)	Port Elizabeth – Avontuur Alicedale-Grahamstown Addo - Kirkwood
Leased lines	Grahamstown – Port Alfred (now abandoned)
Abandoned lines	Rosmead – Klipplaat Colchester - Alexandria Cookhouse – Somerset East

Table 2.13: Rail Infrastructure Network Traction Supply

Type	**Lines**
Electrified (25 kV AC)	Port Elizabeth – Noupoort
Non-electrified (Diesel)	All other lines

Table 2.14: Maximum Allowable Wagon Axle Load

Load	Lines
30 ton	None
26 ton	None
20 ton	Port Elizabeth – Noupoort
18,5 ton	Port Elizabeth – Klipplaat – Willowmore Rosmead – Klipplaat (abandoned) Colchester – Alexandria (abandoned) Addo - Kirkwood
15 ton	Cookhouse – Somerset East (abandoned)

11,5 ton	Port Elizabeth- Avontuur (naroow gauge – 610mm)

Table 2.15: Train Authorisation Systems

Load	Lines
Centralised Traffic Control (CTC)	Port Elizabeth – Noupoort
Track Warrant	Cookhouse – Blaney
Telegraph order	Rosmead – Graaff Reinet
Radio train order	Willowmore – Uitenhage Graaff Reinet - Klipplaat

The following low axle load branch lines have been abandoned for a number of years already and a lack of maintenance has lead to a serious decline in the line infrastructure, invasions of the reserves and vandalisation of the building structure:

- Rosmead – Klipplaat
- Colchester – Alexandria
- Cookhouse – Somerset East

6. Services:

Shosholoza Meyl, the long distance rail passenger service, which is part of the South African Rail Commuter Corporation, currently operates four scheduled services to and from the Eastern Cape, of which only two services traverse the Cacadu District.

- **Johannesburg – Port Elizabeth – Johannesburg (Tourism class)**
  This service departs Johannesburg on Mondays and Fridays and Port Elizabeth on Tuesdays and Sundays. In the Eastern Cape it Stops at Port Elizabeth, Alicedale, Cookhouse, Cradock and Rosmead.

- **Johannesburg – Port Elizabeth – Johannesburg (Economy class)**
  This service runs daily in each direction except Saturday. It stops at the same stations as the previous service.

The following services are provided on the branch lines in the Cacadu District:

- **Alicedale – Grahamstown branch**
  A two coach passenger train transport passengers between Alicedale and Grahamstown (and back on the same day), at a frequency of 1 train per day in each direction. This service is under threat from the local taxi industry that is actively trying to lure passenger away.

- **Uitenhage – Klipplaat – Willowmore branch line**
  Only freight trains operate along this line, usually 10 – 16 wagons, at a frequency of 0,8 per day in each direction.

- **Cookhouse – Fort Beaufort – Blaney branch line**
  Between Blamey and Fort Beaufort, 11 wagon trains move in each direction at a frequency of 1, 3 per day. Between Fort Beaufort and Cookhouse, the frequency drops to half this number. Only freight is being transported.

- **Addo – Kirkwood branch line**
  Six to fifteen wagon trains move along this line at a frequency of 0,2 per day in each direction.

- **Port Elizabeth – Avontuur branch line**
  This narrow gauge branch line (610mm versus the 1067mm of the Cape gauge network of the rest of South Africa), is unique in the sense that it does not connect to the rest of the rail network and it does have its own serviceable locomotives and rolling stock. Its very low permissible axle load of 11.5 tons is acceptable for the passenger traffic conveyed (because it is selling an experience that begins and ends at the same point, rather than mobility that moves people from one point to another). However, 11.5 tons is unlikely to prove sustainable in the freights market.

  Operations on this line are being conducted by the Port Elizabeth Apple Express, a non-profit section 21 company, which is mainly running the Apple Express Tourist Train in compliance with Transnet Freight Rail's safety standards. In 2006 there were 52 passenger train excursions, carrying 7733 passengers.

  The only freight carried lately was some timber (logs) from the Humansdorp area, which were then transferred to Cape gauge rail for onward transport to a factory in Richards Bay.

  Transnet Freight Rail and Propnet are the owners of the rolling stock and the infrastructure. With a length of 285km, it is the longest railway line with such a narrow gauge in the world.

iv) Water Resources

The acquisition and provision of water resources in the Cacadu District is a challenge.

The District depends predominantly on ground water for human consumption and agricultural activity, which is one of the drivers of the economy in the District.

The low inland rainfall results in sporadic droughts consequently drying up supply boreholes to towns and villages. The water quality during these periods deteriorates to levels that are unsafe for human consumption. As a result of water being a scarce resource in Cacadu, there are competing demands between servicing the community and servicing agricultural production.

Drought conditions resulting in water shortages have been experienced in Willowmore, Steytlervile (Baviaans Municipality), Jansenville (Ikwezi Municipality), Port Alfred (Ndlambe Municipality) and in Graaff-Reinet (Camdeboo Municipality).

A particular challenge exists in the town of Paterson (Sundays River Valley Municipality), where borehole exploration has not yielded any results. The town is

currently experiencing a water crisis; this is exacerbated by the influx of people in search of government subsidized housing in the area.

Along the coastal areas, in Ndlambe and Kouga in particular, there is a seasonal demand that doubles the normal demand over the holiday seasons. This has resulted in water shortages in the tourist towns of Port Alfred, Kenton-on-Sea (Ndlambe Municipality) and in Jeffreys Bay and Cape St Francis (Kouga Municipality).

Bulk services in the District are under pressure due to overloading and the lack of ongoing maintenance.

Table 2.16: Major Predominant Dams in Cacadu District

MAJOR DAM	MAJOR RIVER	MUNICIPALITY	USE
CHURCHHILL & IMPOFU	KROMME RIVER	KOUGA	DOMESTIC & IRRIGATION
LOERIE	KROMME RIVER	KOUKAMMA	DOMESTIC
BEERVLEI	GROOT RIVER	BAVIAANS	FLOOD RETENTION
KOUGA	KOUGA RIVER	KOUGA	DOMESTIC & IRRIGATION
TRANSFER SCHEME • UITKYK SCHEME • GLEN MELVILLE DAM	ORANGE RIVER via FISH RIVER INTO SUNDAYS RIVER	BLUE CRANE SUNDAYS RIVER MAKANA	DOMESTIC & IRRIGATION DOMESTIC & IRRIGATION

Source : Cacadu Database

The three major dams, Churchill, Impofu and Lourie are situated in Kouga and Kou-Kamma Municipalities, and predominantly serve the Nelson Mandela Metro, with limited supply to Humansdorp, Jeffreys Bay and St Francis Bay. The transfer schemes were developed predominantly to serve the agriculture sector in the District. There is one water board in Ndlambe Municipality, the Albany Coast Water Board that services Bushmans River Mouth and Kenton-on-Sea. All nine (9) Local Municipalities in Cacadu District are Water Services Authorities.

The District has embarked on a Rainwater Harvesting project where it is envisaged that all low income households within the District will be equipped with rainwater tanks and gutters so as to harvest rainwater in order to substitute municipal supply. This will hopefully alleviate increasing demand on municipal supply.

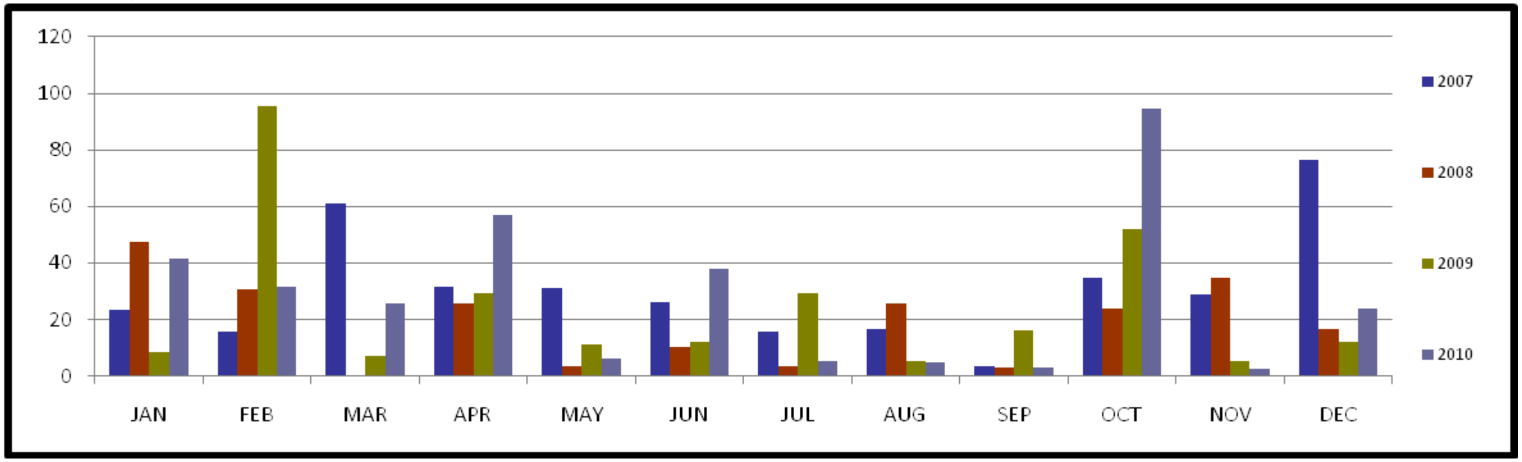
The tables overleaf illustrate the rainfall figures per town as captured and recorded by the South Weather Services during the 2007 to 2010 period.

Funding is required to successfully implement the proposed Rainwater Harvesting Project discussed above. A breakdown of funding requirements is illustrated in Table 2.17.

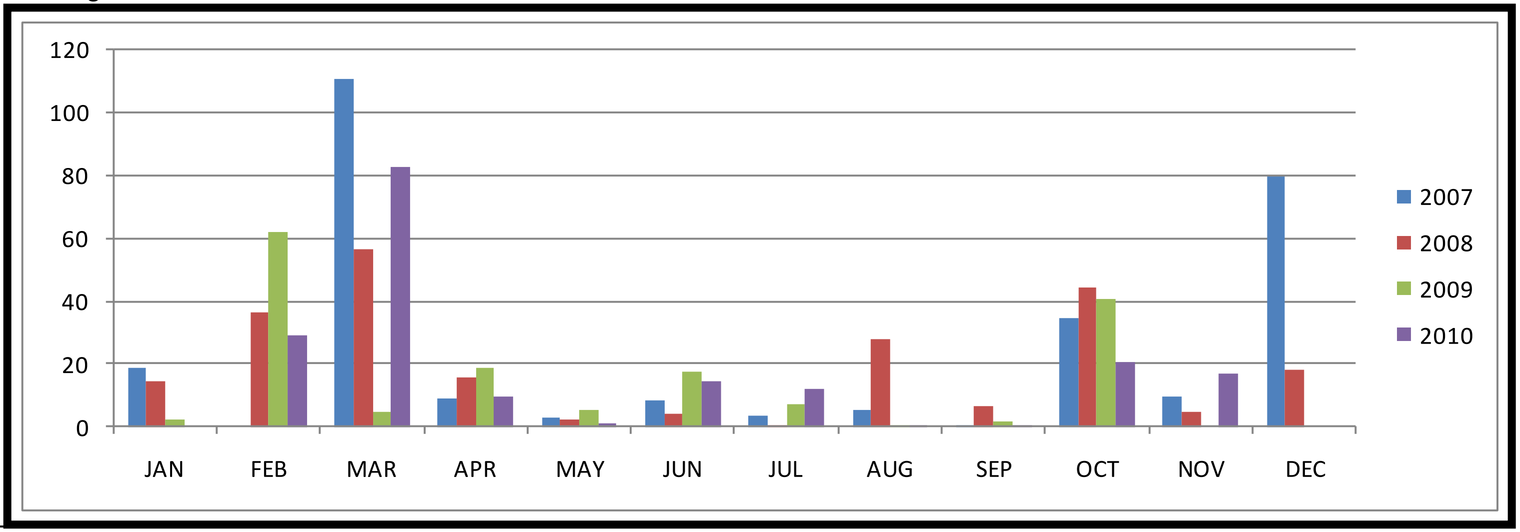
A: Rainfall Figures for the Cacadu District Municipality per Town per Local Municipality: 2007 to 2010:[15]

1. Sundays River Valley Local Municipality:

a. Addo Elephant Park:



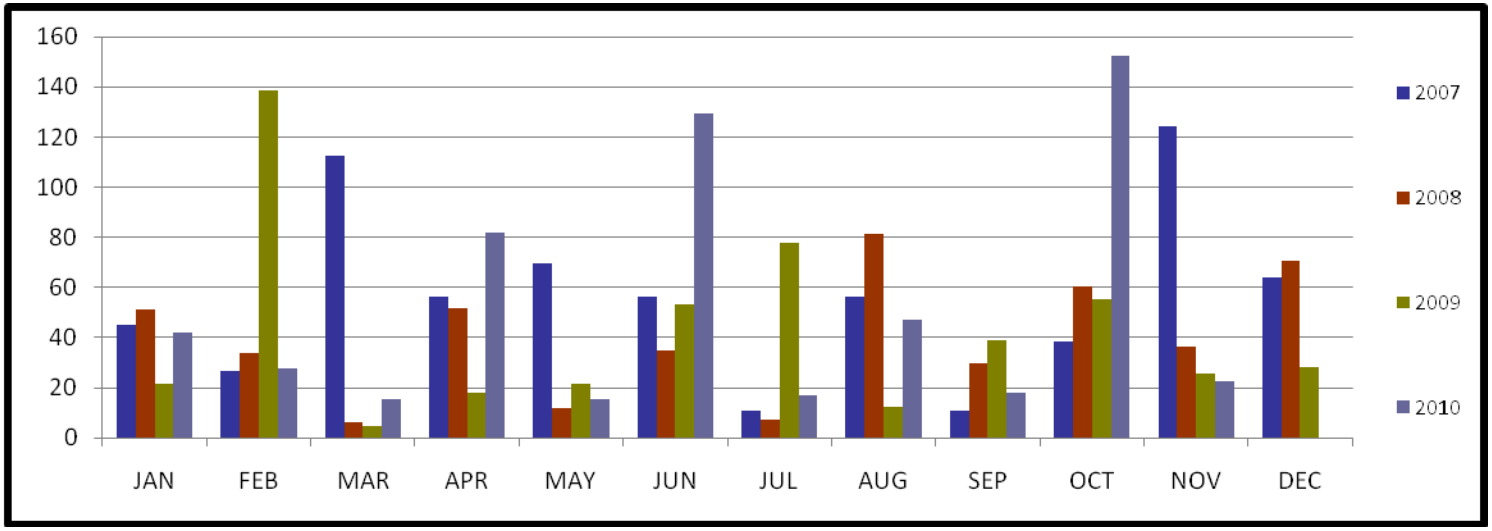
b. Darlington Dam:



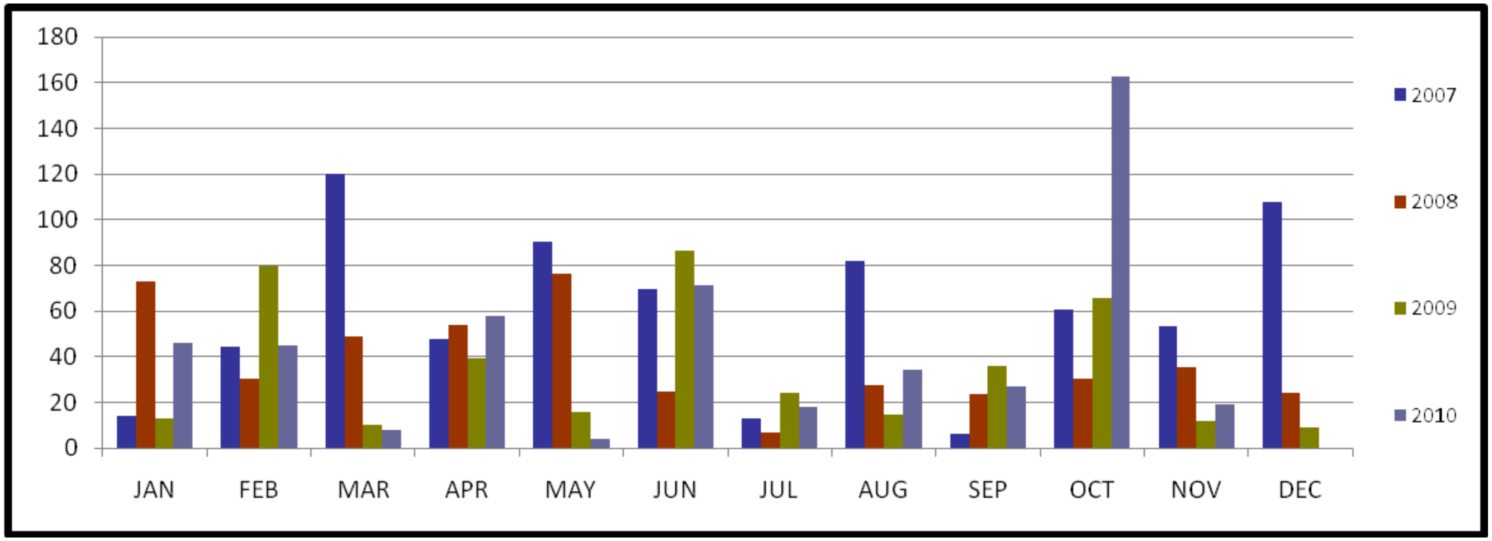
[15] Source: South African Weather Service

2. Ndlambe Local Municipality:

a. Port Alfred Airport:

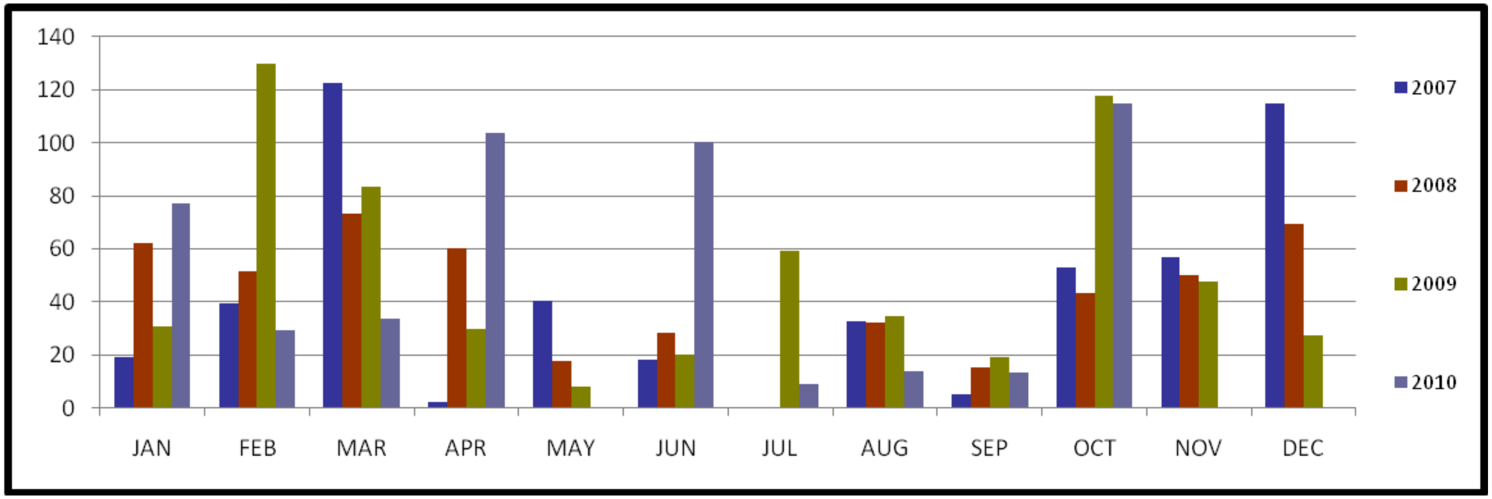


b: Alexandria Police Station:



3. Makana Local Municipality:

a. Grahamstown Municipality:

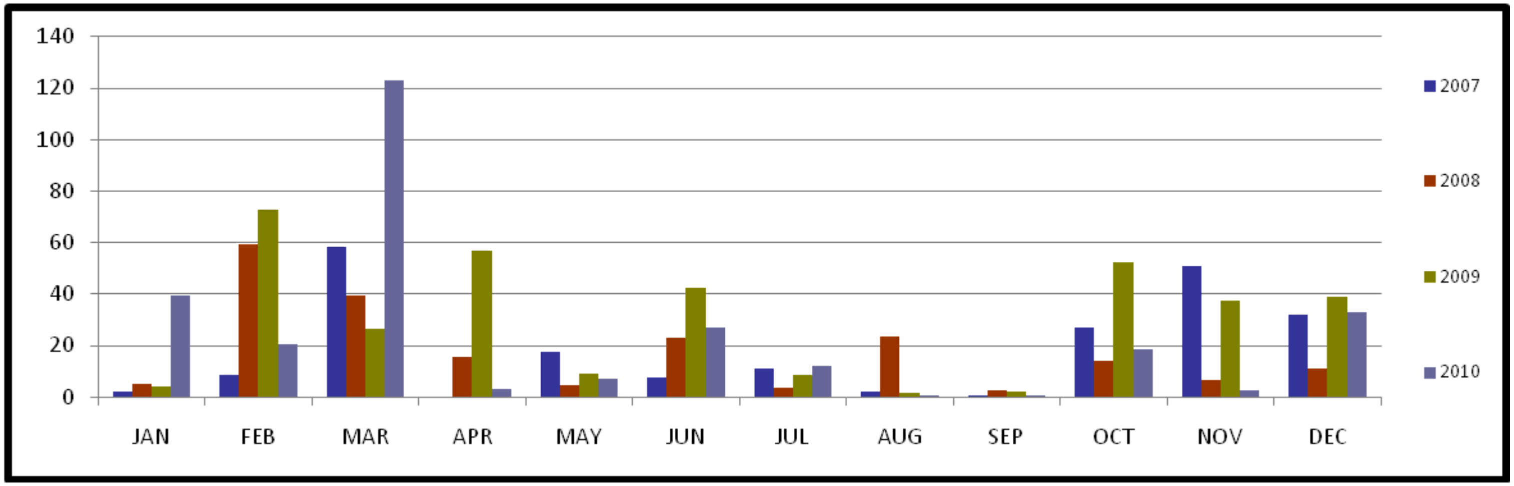


4. Ikwezi Local Municipality:

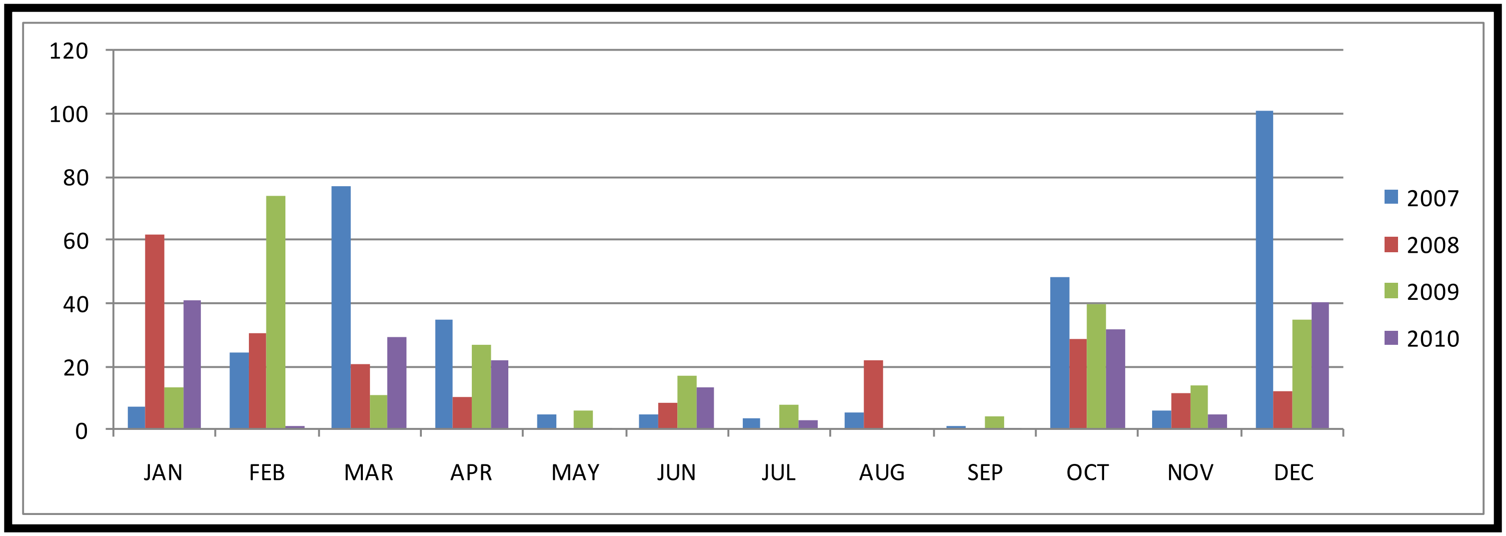
No data available.

5. Baviaans Local Municipality:

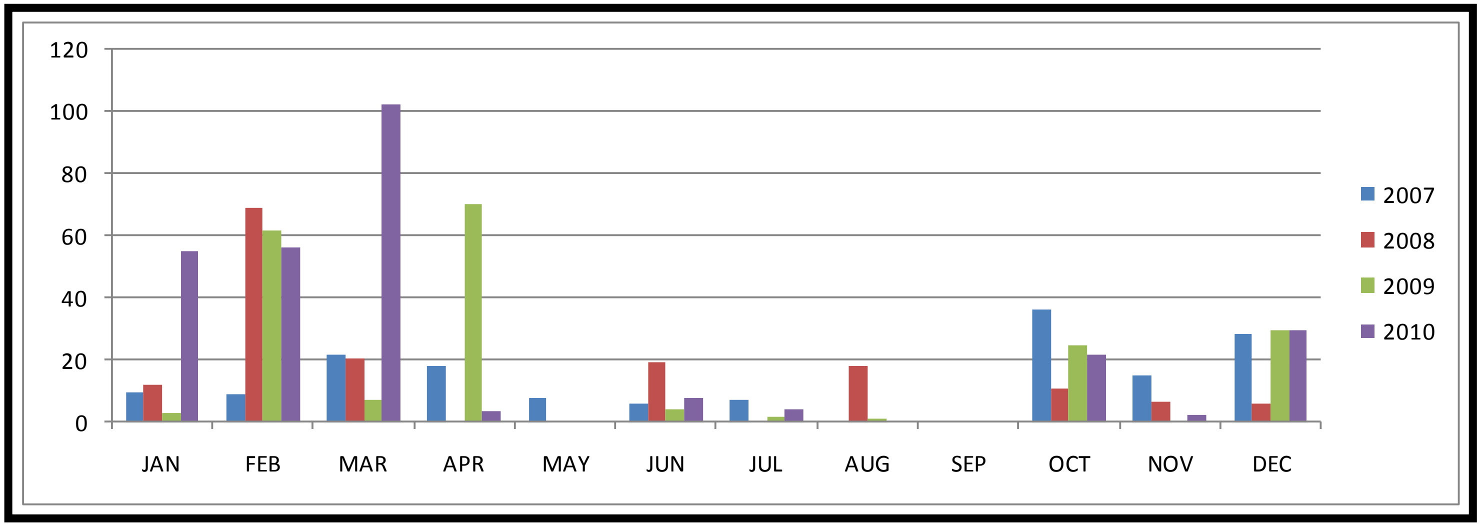
a. Willowmore Police Station:



b. Steytlerville:

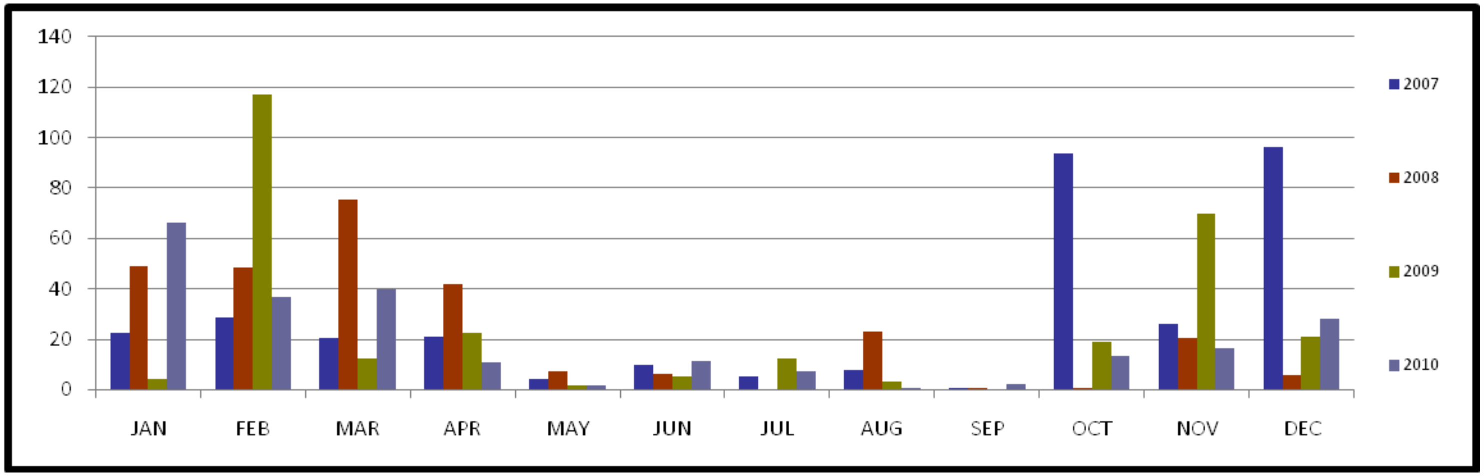


c. Rietbron:



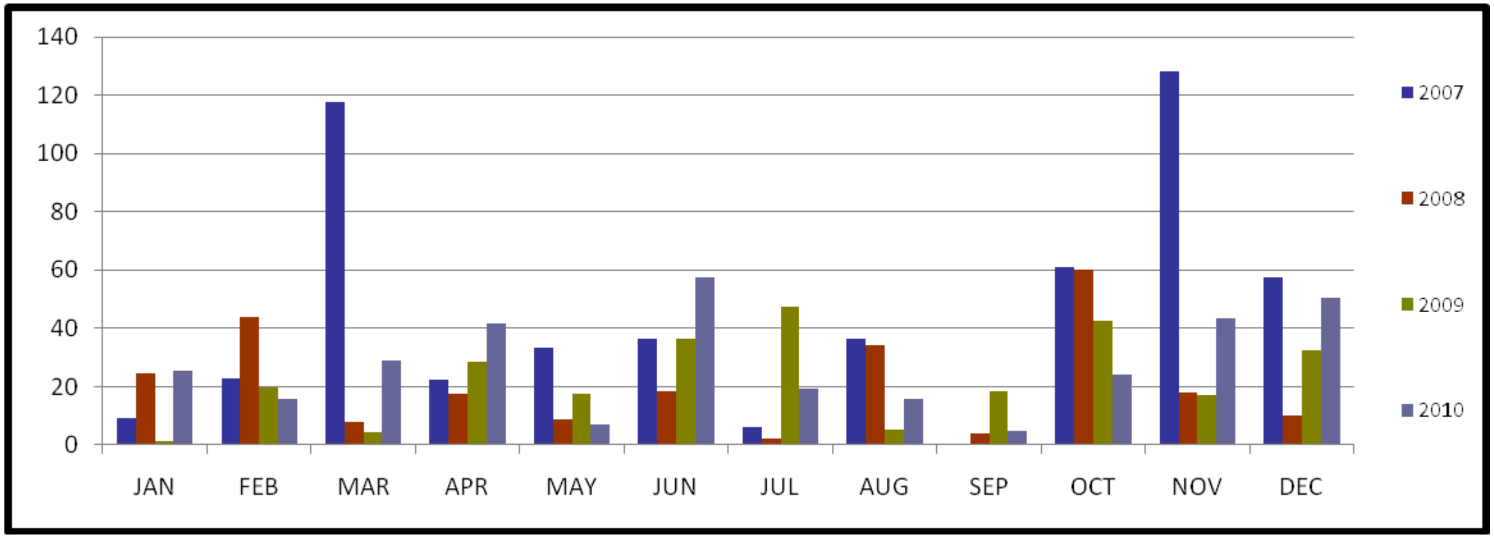
6. Camdeboo Local Municipality:

a. Graaff-Reinet:

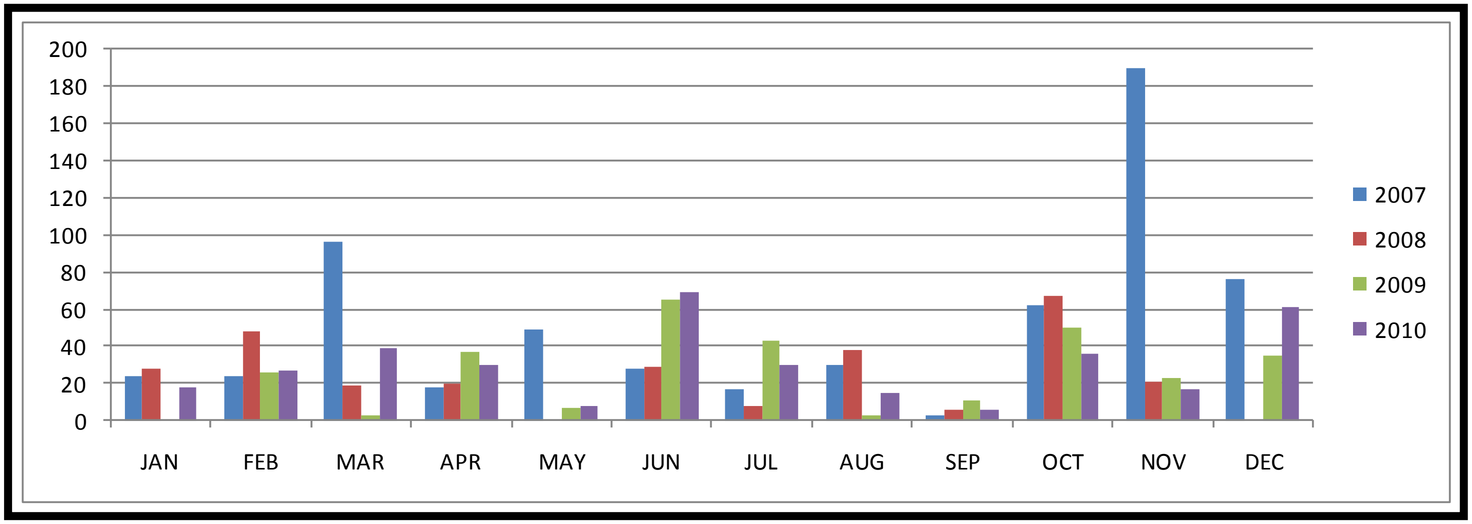


7. Koukamma Local Municipality:

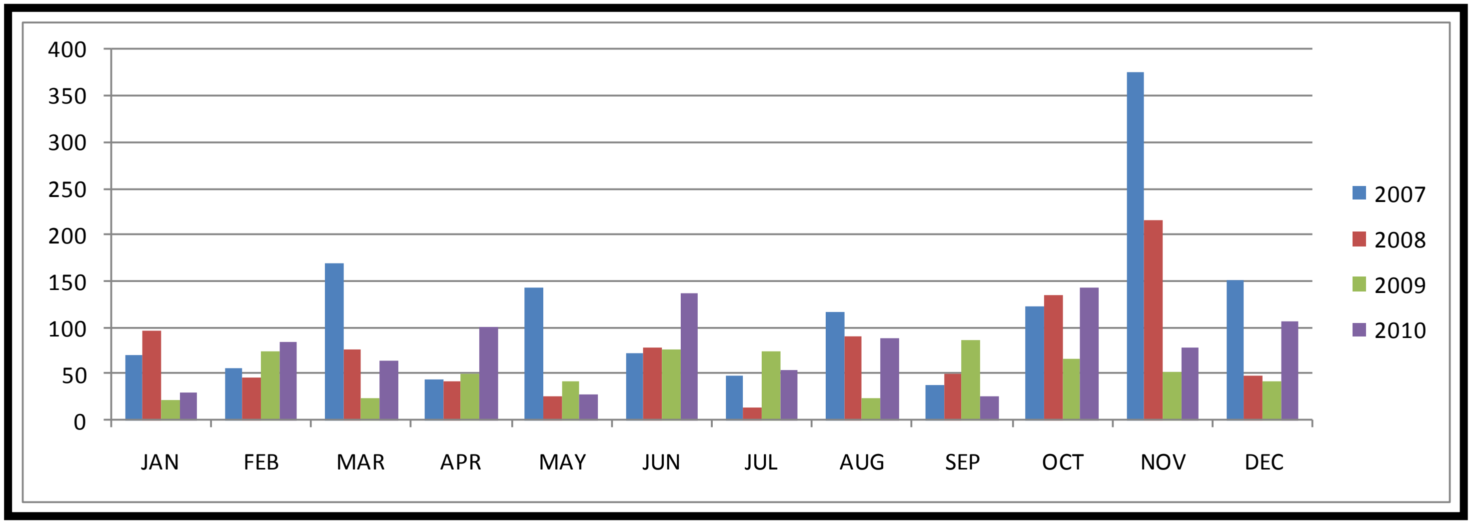
a. Joubertina Area Weather Station:



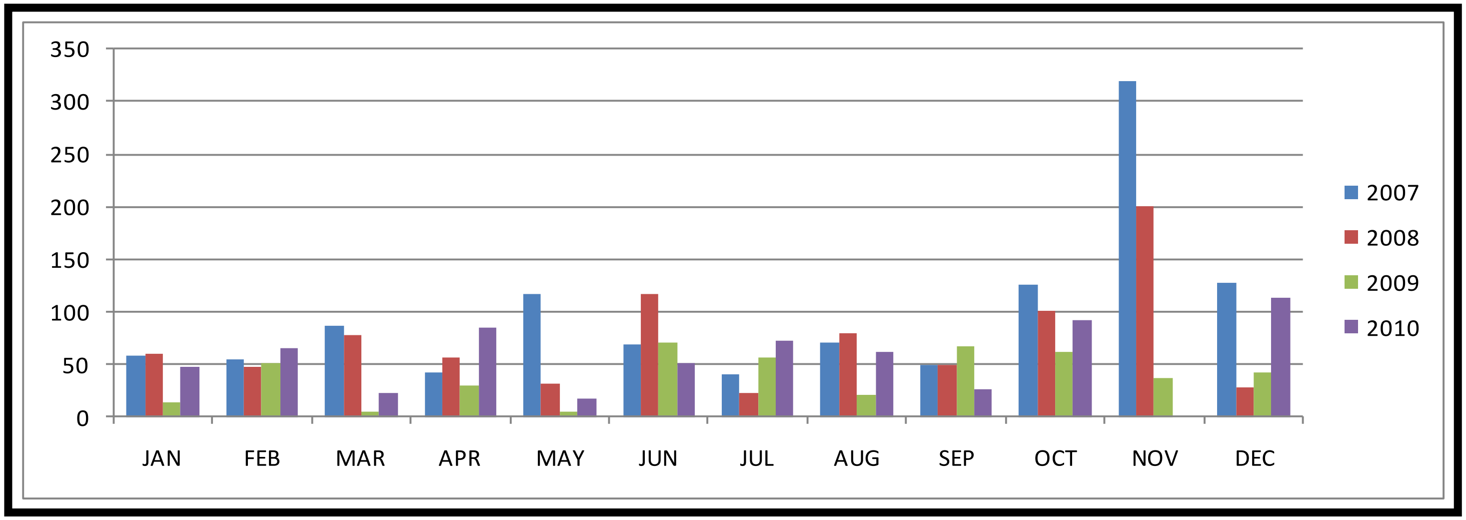
2. Misgund:



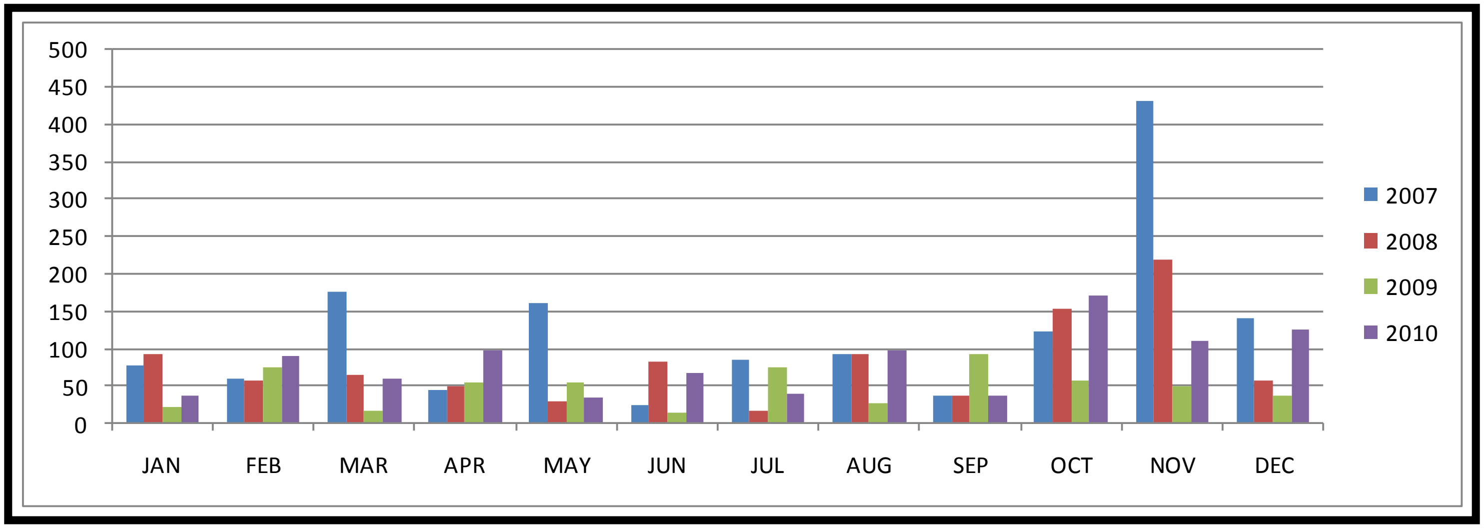
3. Blouleliesbos:



d. Tsitsikamma National Park:

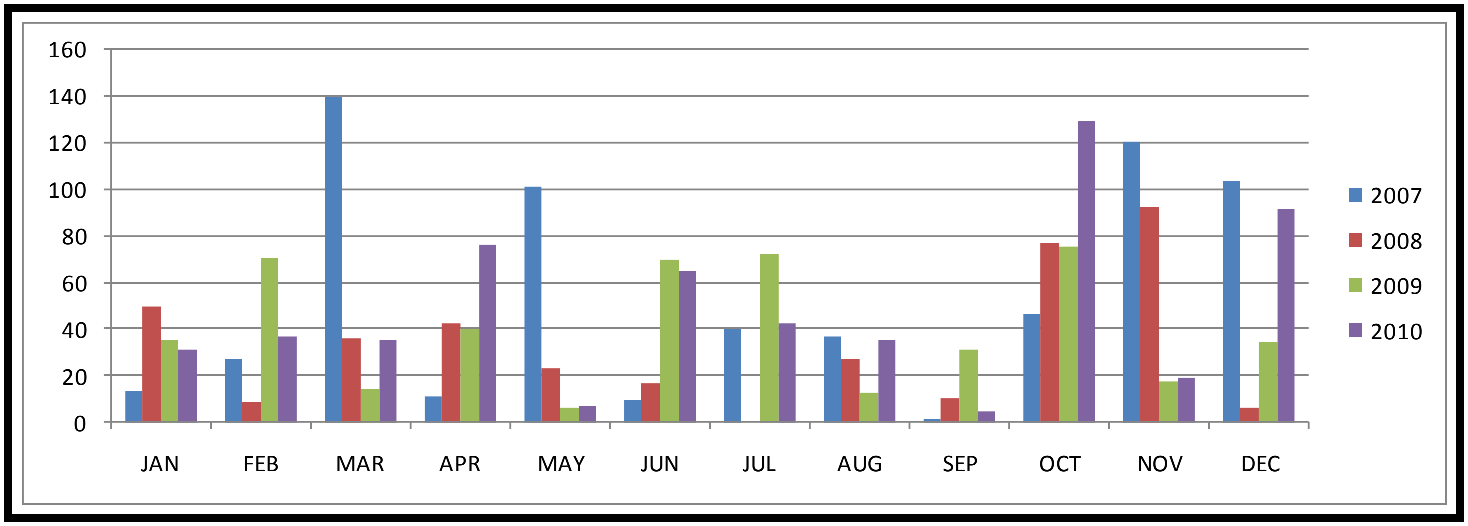


e. Stormsriver Village:

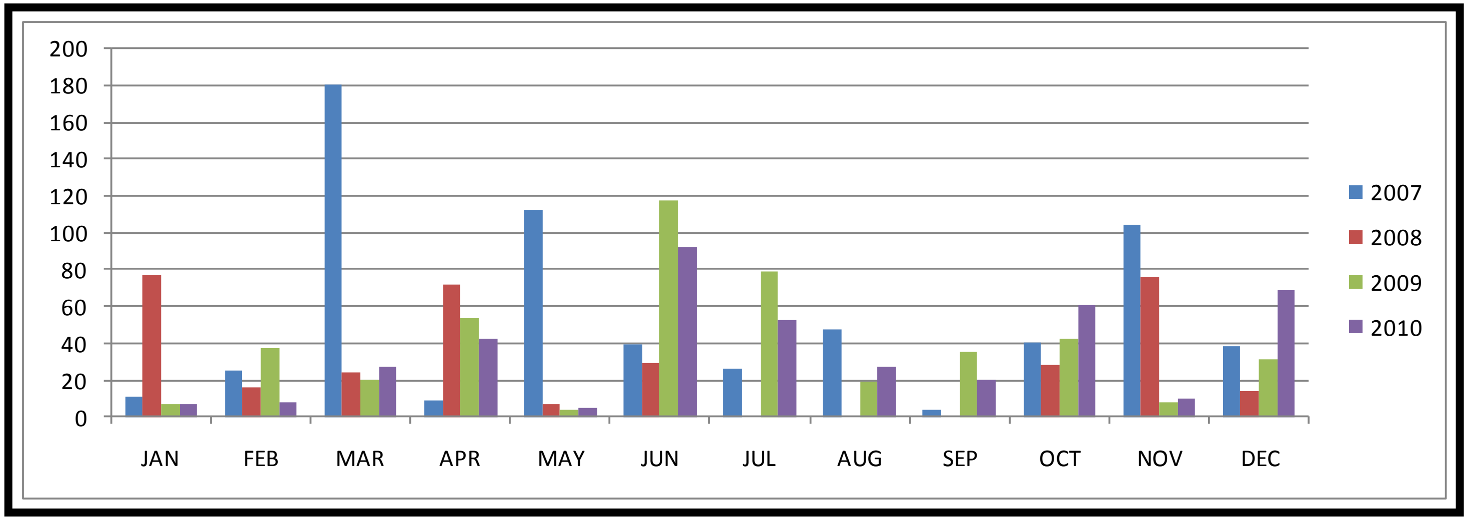


8. Kouga Local Municipality:

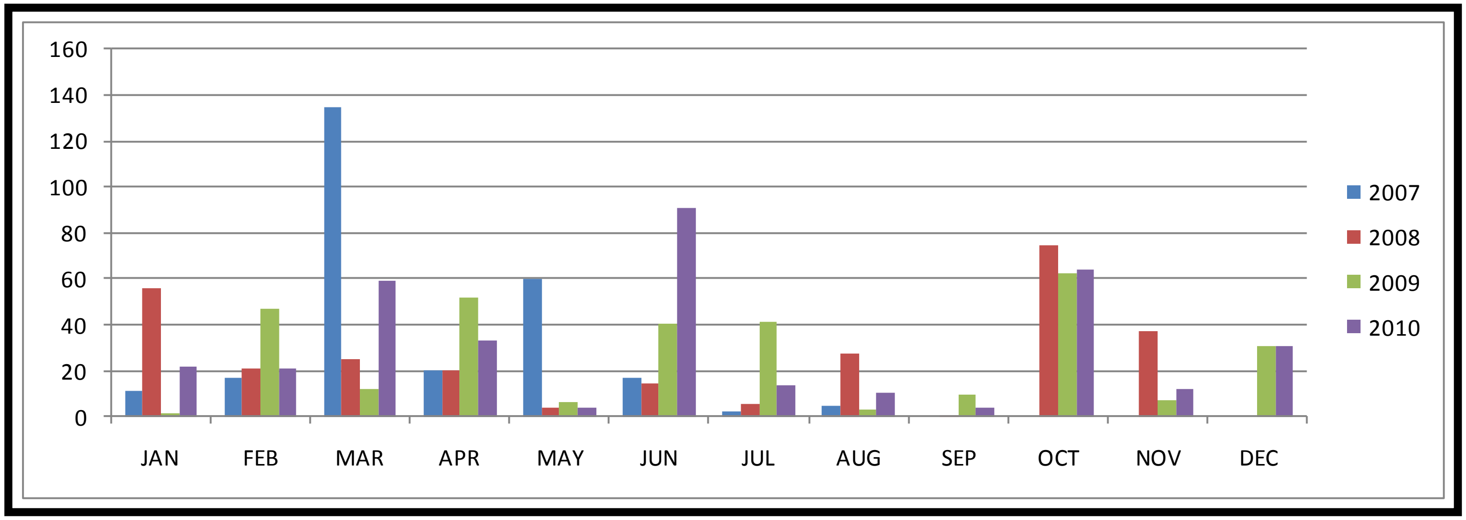
a. Humansdorp:



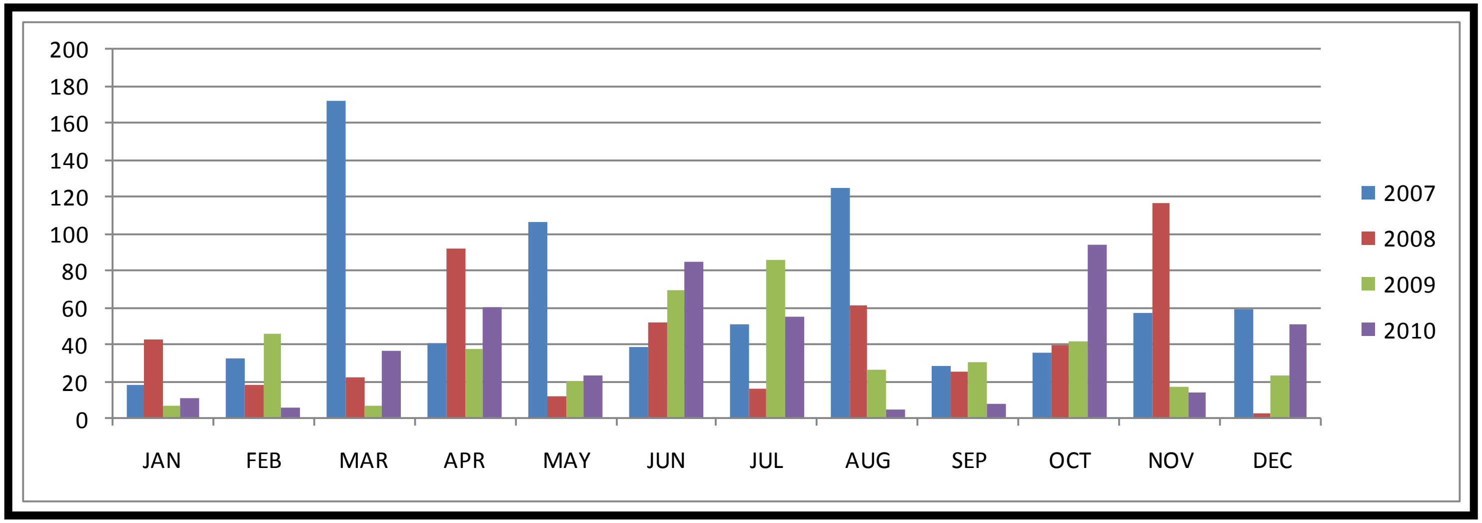
b. Jeffreys Bay:



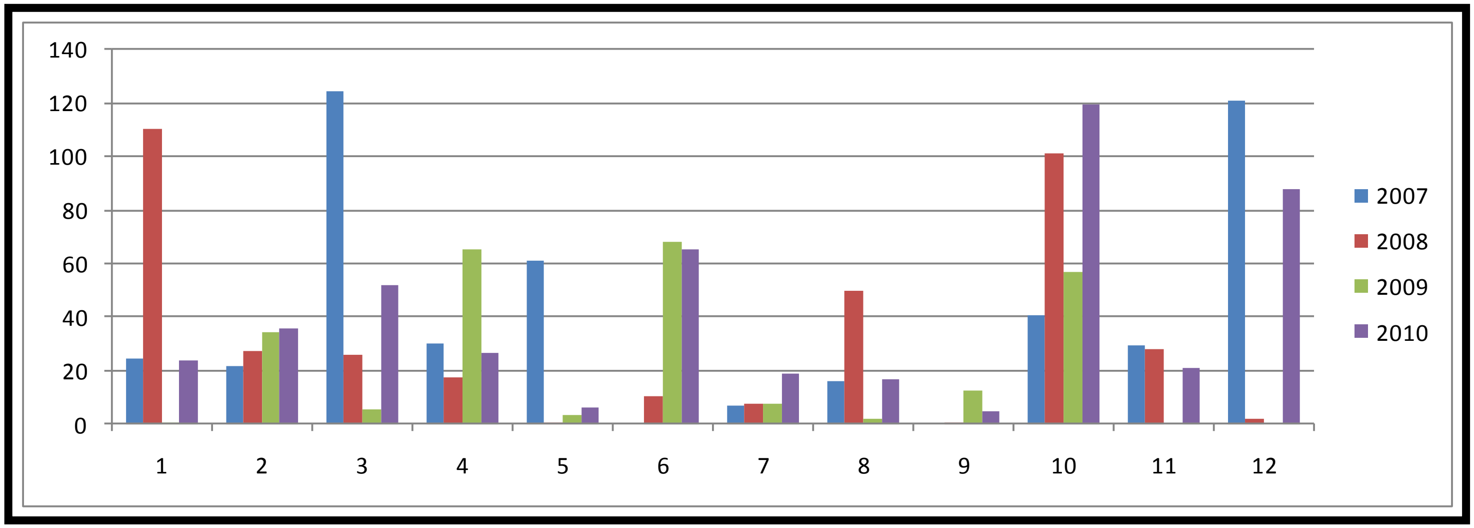
c. Kouga Dam:



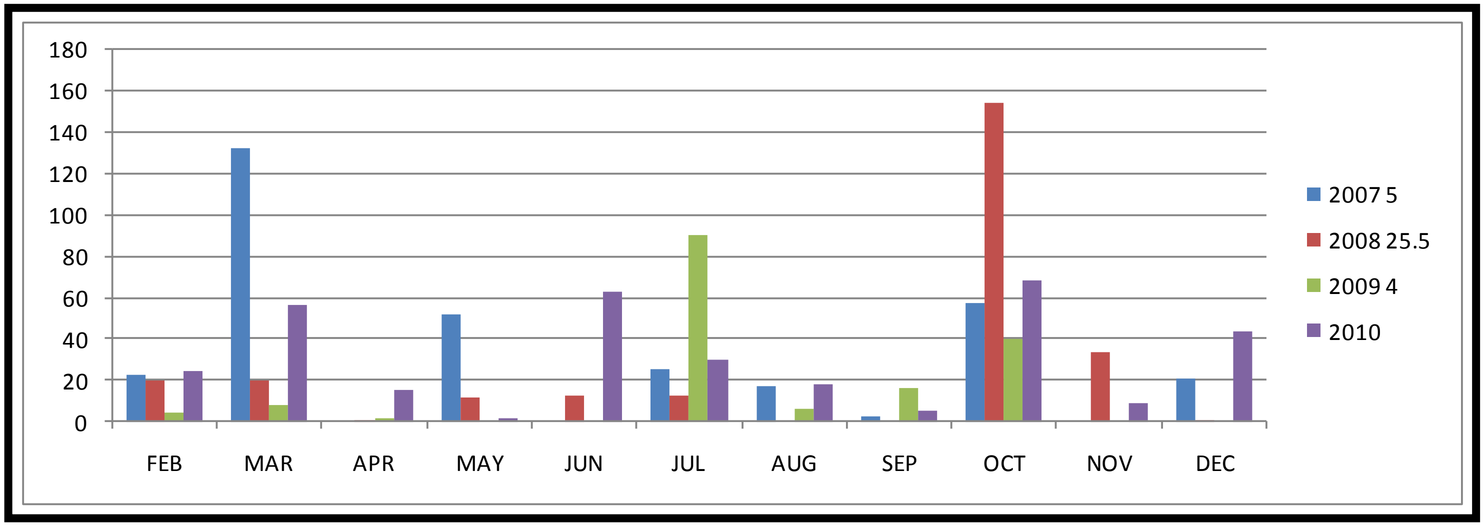
d. Cape St Francis:



e. Patensie:



f. Hankey:



9. Blue Crane Route Local Municipality:

a. Somerset East:

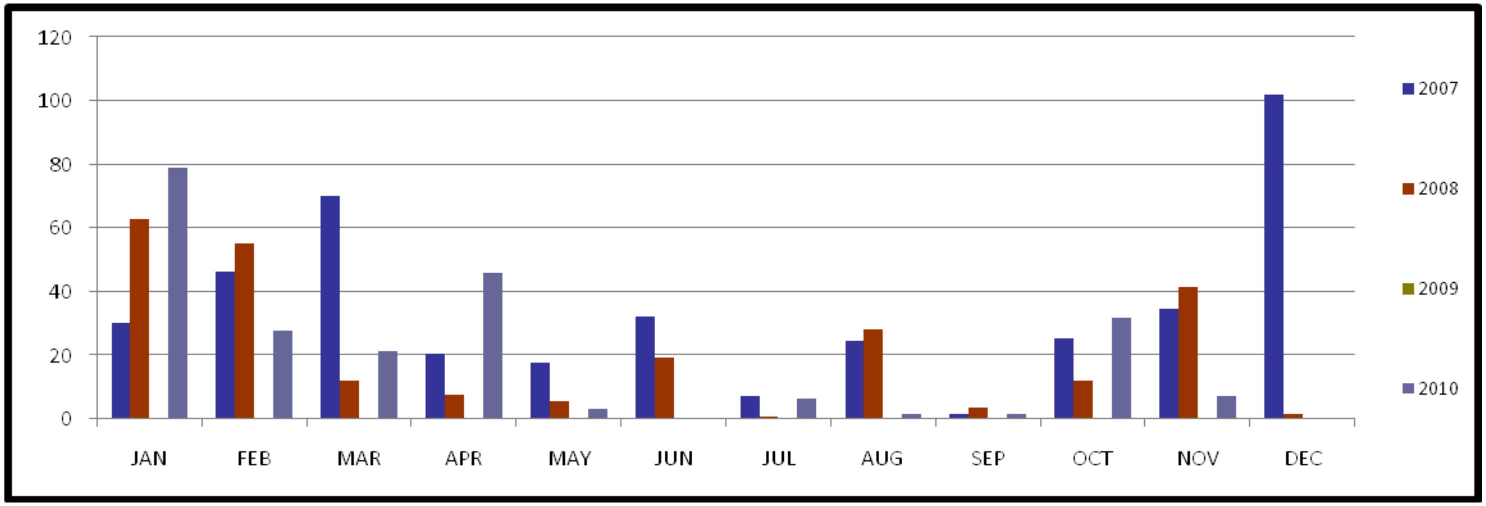


Table 2.17: Funding Requirements for Rainwater Harvesting

LOCAL MUNICIPALITY	FUNDING REQUIRED
Camdeboo	R36,368,000
Blue Crane Route	R31,049,000
Ikwezi	R10,157,000
Makana	R5,918,000
Ndlambe	R3,500,000
Sundays River Valley	R5,670,000
Baviaans	R14,250,000
Kou Kamma	R41,470,000
Kouga	R10,270,000

B: Water & Sanitation

Municipalities in the Cacadu District have achieved marked improvements in both the provision of water and sanitation. The number of households with water on site is almost double the Eastern Cape provincial average.

Table 2.18: Access to water

	Water on site		Community Stand		Borehole/tank		Natural water/dam		Water vendor/other	
	Census 2001	RSS 2006	Census 2001	RSS 2006	Census 2001	RSS 2006	Census 2001	RSS 2006	Census 2001	RSS 2006
	%	%	%	%	%	%	%	%	%	%
Eastern Cape	37.4	41.8	25.3	25.1	4.0	3.8	31.4	28	1.9	1.4
Cacadu DC	74.7	85.8	17.9	10.0	3.1	1.4	2.8	1.4	1.5	1.3
Camdeboo	91.0	98.4	8.2	1.6	0.2	0.0	0.2	0.0	0.4	0.0
Blue Crane	76.8	100.0	13.4	0.0	3.2	0.0	4.4	0.0	2.2	0.0
Ikwezi	91.0	83.1	7.6	0.0	0.5	12.9	0.2	0.0	0.7	4.0
Makana	76.2	76.5	19.0	16.5	2.3	2.5	1.7	1.6	0.9	2.9
Ndlambe	62.1	69.2	27.3	19.7	5.6	0.7	3.1	8.3	1.8	2.2
Sunday's River Valley	61.8	86.6	17.6	13.4	9.4	0.0	7.4	0.0	3.8	0.0
Baviaans	86.1	90.6	8.9	0.0	2.0	7.2	2.6	0.0	0.5	2.1
Kouga	75.2	83.6	22.4	15.3	0.4	0.0	0.8	0.0	1.1	1.1
Kou-Kamma	77.0	93.8	12.5	6.2	3.9	0.0	5.3	0.0	1.3	0.0

Source : Population Census 2001 & Rapid Services Survey 2006

Table 2.19: Access to Sanitation

	Flush toilet (connected to sewerage system)		Flush toilet (with septic tank)		Chemical toilet		Pit latrine with ventilation (VIP)		Pit latrine without ventilation		Bucket latrine		None	
	Census 2001	RSS 2006	Census 2001	RSS 2006	Census 2001	RSS 2006	Census 2001	RSS 2006	Census 2001	RSS 2006	Census 2001	RSS 2006	Census 2001	RSS 2006
	%	%	%	%	%	%	%	%	%	%	%	%	%	%
Eastern Cape	30.9	31.1	2.2	1.3	2.0	0.6	5.6	7.2	23.1	33.9	5.6	4.0	30.6	21.8
Cacadu DC	40.3	67.8	11.1	3.5	0.8	0.0	5.3	0.1	16.2	4.9	14.3	14.5	12.0	9.3
Camdeboo	68.7	85.8	7.0	0.8	0.1	0.0	4.3	0.0	3.2	9.4	11.2	0.6	5.5	3.4
Blue Crane	47.1	74.2	4.1	0.0	2.5	0.0	1.4	0.0	8.0	0.0	20.1	25.8	16.7	0.0
Ikwezi	17.7	66.7	11.4	0.0	0.1	0.0	4.8	0.0	2.8	11.6	48.8	21.7	14.5	0.0
Makana	34.1	57.1	2.9	1.6	0.2	0.0	7.9	0.0	13.6	2.9	29.7	17.5	11.6	20.8
Ndlambe	24.3	44.7	27.3	4.7	0.5	0.0	5.8	0.7	28.0	0.7	0.6	17.0	13.6	32.2
Sunday's River Valley	24.0	58.8	4.8	0.0	1.6	0.0	8.7	0.0	40.7	28.5	6.5	12.7	13.7	0.0
Baviaans	30.3	34.8	21.7	14.5	0.4	0.0	5.8	0.0	11.4	0.0	19.0	47.5	11.3	3.2
Kouga	51.8	75.2	10.8	7.9	0.7	0.0	2.5	0.0	9.8	1.5	13.3	11.8	11.0	3.5
Kou-Kamma	50.6	88.8	12.3	5.0	1.3	0.0	5.1	0.0	15.5	0.0	5.5	6.2	9.8	0.0

Source : Population Census 2001 & Rapid Services Survey 2006

v) Provision of Housing

There is a considerable housing need particularly within the emerging southern settlements of the District. The tables below depict existing housing demands with respect to the Local Municipalities within the CDM's area of jurisdiction. Information was derived from the Cacadu District's Land Availability Audit and Area Based Plan and is based on District and Local Spatial Development Frameworks:

Camdeboo Local Municipality

Major Towns & Settlements	Approved Projects				Housing demand (Short/medium term) (SDF/IDP)	Additional land requirements (ha) (SDF/IDP)
	No of Projects	Houses Completes	Houses under Construction	Total		
Aberdeen	2	715	29	745	400	14
Graaff-Reinet	7	1131	1	1132	975	33
Nieu Bethesda	-	-	-	-	400	9
Total	**9**	**1847**	**30**	**1877**	**1775**	**56**

Blue Crane Route Municipality

Major Towns & Settlements	Approved Projects				Housing demand (Short/medium term) (SDF/IDP)	Additional land requirements (ha) (SDF/IDP)
	No of Projects	Houses Completes	Houses under Construction	Total		
Cookhouse	2	673	0	673	203	7
Pearston	4	471	0	471	650	22
Somerset East	3	1405	0	1405	1800	60
Total	**9**	**2549**	**0**	**2549**	**2653**	**89**

Ikwezi Local Municipality

Major Towns & Settlements	Approved Projects				Housing demand (Short/medium term) (SDF/IDP)	Additional land requirements (ha) (SDF/IDP)
	No of Projects	Houses Completes	Houses under Construction	Total		
Jansenville	2	350	0	350	1000	30
Klipplaat	2	456	212	669	425	20
Waterford	-	-	-	-	150	30
Total	**4**	**806**	**212**	**1018**	**1575**	**80**

Makana Local Municipality

Major Towns & Settlements	Approved Projects				Housing demand (Short/medium term) (SDF/IDP)	Additional land requirements (ha) (SDF/IDP)
	No of Projects	Houses Completes	Houses under Construction	Total		
Grahamstown	13	5176	38	5214	12000	400
Riebeeck East	-	-	-	-	450	15
Alicedale	-	-	-	-	450	15
Total	**13**	**5176**	**38**	**5214**	**12900**	**430**

Ndlambe Local Municipality

Major Towns & Settlements	Approved Projects				Housing demand (Short/medium term) (SDF/IDP)	Additional land requirements (ha) (SDF/IDP)
	No of Projects	Houses Completes	Houses under Construction	Total		
Alexandria	5	1959	29	1988	830	28
Bathurst	6	1533	168	1701	472	16
Kenton-On-Sea	5	1276	264	1540	1606	54
Port Alfred	4	3070	308	3378	4431	148
Total	**20**	**7838**	**769**	**8607**	**6509**	**246**

Sundays River Valley Local Municipality

Major Towns & Settlements	Approved Projects				Housing demand (Short/medium term) (SDF/IDP)	Additional land requirements (ha) (SDF/IDP)
	No of Projects	Houses Completes	Houses under Construction	Total		
Addo	6	1532	802	2334	1710	30
Kirkwood	3	1543	0	1543	1480	33
Paterson	2	0	1050	1050	900	9
Total	**11**	**3075**	**1852**	**4927**	**4090**	**72**

Baviaans Local Municipality

Major Towns & Settlements	Approved Projects				Housing demand (Short/medium term) (SDF/IDP)	Additional land requirements (ha) (SDF/IDP)
	No of Projects	Houses Completes	Houses under Construction	Total		
Steytlerville	2	592	203	795	380	13
Willowmore	2	825	8	833	380	13
Total	**4**	**1417**	**211**	**1628**	**760**	**26**

Kouga Local Municipality

Major Towns & Settlements	Approved Projects				Housing demand (Short/medium term) (SDF/IDP)	Additional land requirements (ha) (SDF/IDP)
	No of Projects	Houses Completes	Houses under Construction	Total		
Hankey	6	991	170	1161	1840	61
Humansdorp	6	991	795	1786	3720	124
Jeffreysbay	4	847	359	1206	3390	113
Loerie	2	22	251	273	410	14
Oyster Bay	1	0	101	101	-	-
Patensie	3	221	0	221	740	25
St Francis Bay	2	330	0	330	840	28
Thornhill	2	330	32	362	500	17
Total	**26**	**3732**	**1088**	**5440**	**11440**	**382**

Koukamma Local Municipality

Major Towns & Settlements	Approved Projects				Housing demand (Short/medium term) (SDF/IDP)	Additional land requirements (ha) (SDF/IDP)
	No of Projects	Houses Completes	Houses under Construction	Total		
Clarkson/Mfengu	2	575	450	1025	200	15
Coldstream	1	293	0	293	31	3
Joubertina	2	510	88	598	245	20
Kareedouw	2	929	0	929	220	16
Krakeel Rivier	2	188	1	189	200	12
Louterwater	2	812	0	812	77	14
Misgund	1	0	401	401	61	6
Sanddrif/Thornham	1	594	0	594	200	13
Stormwater	1	448	22	470	83	5
Woodlands	1	420	3	423	237	14
Eesterivier					149	10
Total	**15**	**4769**	**965**	**5734**	**1703**	**128**

Primary issues pertaining to housing and settlement aspects within the District include the following:

- The present and inevitably continuous urban expansion of the numerous existing settlements that exist within the Kou-Kamma Local Municipality cannot be accommodated by the existing state owned land within the area.
- There has been a rapid increase of informal settlements in and around small towns within the District due to the changing pattern of labour utilisation on farms.
- The growing pressure for suitable land may result in a constant threat of land invasion especially when considering the population influx to the coastal regions.

vi) Electricity

Although the distribution network within the District can generally be regarded as reasonable, slight disparities exist between varying local municipalities due to the nature of their location. Although the majority of the communities of most Local Municipalities have direct access to electricity, a significant capital outlay is envisaged in order to upgrade both the urban and rural networks.

Backlogs with respect to electricity provision within the District are indicated by the table below.

Table 2.20: Electrification Backlog

LOCAL MUNICIPALITY	NUMBER OF HOUSEHOLDS
Camdeboo	-
Blue Crane Route	-
Ikwezi	-
Makana	2378
Ndlambe	-
Sundays River Valley	-
Baviaans	149
Kouga	-
Kou Kamma	-

2.2.4 FREE BASIC SERVICES

Free basic services in the form of water, sanitation, electricity and refuse removal are generally provided throughout the District. Municipalities attempt to update their indigent register annually, but this is not always feasible due to lack of funding. This ultimately results in questioning the credibility of the register and the associated credit control policy governing it.

A summary of free basic services within the District is illustrated by the table below.

LOCAL MUNICIPALITY	WATER	SANITATION	ELECTRICITY	REFUSE	RATES & TAXES
Camdeboo	6kl	Depending on income (50-100%)	50kw	Depending on income (50-100%)	Depending on income (50-100%)
Blue Crane Route	6kl	Availability fee	50kw	Availability fee	Availability fee
Ikwezi	6kl	Availability fee	50kw	Availability fee	Availability fee
Makana	10kl & connection charge (75-100%)	Connection charge (75-100%)	50kw	Annual charge (75%-100%)	Annual charge (75%-100%)
Ndlambe	6kl	Availability fee	50kw	Availability fee	Availability fee
Sundays River Valley	6kl	Availability fee	50kw	Availability fee	Availability fee
Baviaans	8kl	R100 septic tank & R40 sewer	50kw	Availability fee	Availability fee
Kouga	6kl & basic fee if qualify	Availability fee	50kw	Availability fee	Availability fee
Kou Kamma	6kl	Availability fee	50kw	Availability fee	Availability fee

2.2.5 FINANCIAL STANDING OF LOCAL MUNICIPALITIES

To provide an indication of the size of the municipal budget operating expenditure and the revenue sources the summaries of the 2008/2009 budgets are detailed in the table below. It is evident that municipalities in the district range from small (low capacity) to large (medium capacity).

The late increase of Electricity Bulk Electricity Tariffs by Eskom, has had a serious impact on the finances of Municipalities who are unable to increase their service charges which will result in operating losses on services accounts.

Table 2.21: Actual revenue and expenditure against budget revenue and expenditure

	REVENUE						EXPENDITURE					
	Operating Adjusted Budget Revenue	Actual Operating Revenue	% of Actual to Budgeted (Operating)	Capital Adjusted Budget Revenue	Actual Capital Revenue	% of Actual to Budgeted (Capital)	Operating Adjusted Budget Expenditure	Actual Operating Expenditure	% of Actual to Budgeted (Operating)	Capital Adjusted Budget Expenditure	Actual Capital Expenditure	% of Actual to Budgeted (Capital)
Camdeboo	20,369	16.546	81 %	27,406	11,219	41 %	53,751	37,909	71 %	27,406	11,219	41 %
Blue Crane Route	125,840	103,910	83 %	11,491	8,811	77 %	125,840	86,986	69 %	11,491	8,811	77 %
Ikwezi	16,462	15,255	93 %	14,627	7,636	52 %	16,457	11,354	69 %	14,627	7,636	52 %
Makana	176,456	147,616	84 %	34,054	15,069	44 %	176,456	126,021	71 %	34,054	15,069	44 %
Ndlambe	123,762	116,944	94 %	38,249	14,549	38 %	123,710	96,923	78 %	38,249	4,318	11 %
Sunday River Valley	-	44,814	-	28,523	10,274	36 %	-	36,328	-	10,523	10,274	98 %
Baviaans	24,406	17,184	70 %	25,737	19,182	75 %	24,394	16,009	66 %	25,737	19,182	75 %
Kouga	314,612	228,385	73 %	97,630	28,451	29 %	314,607	232,128	74 %	97,630	28,451	29 %
Kou Kamma	52,429	15,776	30 %	7,648	5,569	73 %	44,781	33,647	75 %	7,648	5,569	73%
Cacadu	27,034	167,141	62 %	-	1,660	-	269,980	120,019	44 %	-	1,680	-
	1,125,370	873,571		285,365	122,440		1,149,976	797,324		267,365	112,209	

It is evident that municipalities rely heavily on conditional grant funding (MIG) to finance infrastructure projects and on equitable share of national revenues to finance operating expenditure.

The equitable share of national revenues for Local Municipalities in the District in respect of the current financial year and outer years is detailed below.

	2009/2010	2010/2011	2011/2012
CAMDEBOO	23,014	28,512	31,135
BLU CRANE ROUTE	24,450	30,271	33,049
IKWEZI	9,111	11,236	12,260
MAKANA	41,807	51,979	56,819
NDLAMBE	34,983	43,437	47,462
SUNDAYS RIVER VALLEY	20,232	24,992	27,275
BAVIAANS	9,535	11,764	12,836
KOUGA	26,991	33,255	36,616
KOUKAMMA	17,875	22,118	24,146
CACADU DISTRICT	63,569	68,769	72,080
TOTAL	271,567	326,333	353,678

In spite of the generally acceptable collection rates in respect of property taxation and services charges municipalities struggle to produce funded budgets and to perform their legal mandates. Prior 2001 the District Municipality was able to provide Local Municipalities with infrastructure grants so as to address backlogs from RSC Levies. With the establishment NMBM, the CDM's income from RSC levies decreased by approximately 94 %, and has therefore been unable to assist Municipalities with the financing of infrastructure projects. Included in the CDM's equitable share of R63.6 mill, is the levy replacement grant of R49, 6mill. Since 2002, the CDM has been forced to balance its operating budget with interest income. The National Treasury used the RSC levy income of 2005/06 financial year as a basis for calculating the RSC levy replacement grant, which does not reflect the revenue needs of the District Municipality. The CDM is now totally reliant on grants funding to finance it operations.

2.2.6 HIV & AIDS

According to the ECDoH Antenatal Survey 2004 HIV/AIDS prevalence in Cacadu District is as follows:

Table 2.22: HIV/AIDS prevalence 2004

HIV PREVALENCE		
YEAR	**Eastern Cape**	**Cacadu District (DC10)**
2002	23.6	16.8
2003	27.1	20.2
2004	28.3	19.0

Source : Eastern Cape Department of Health

Table 2.23: HIV/AIDS voluntary counselling and testing

Data Element	Camdeboo LSA	Kouga LSA	Makana LSA	Cacadu District
HIV counselled - Female	3 932	4 932	5 288	14 152
HIV counselled – Male	1 722	2 098	2 337	6 157
HIV counselled test done – Female	3 221	4 009	5 003	12 233
HIV counselled test done – Male	1 420	1 651	2 244	5 315
HIV positive test – Female	503	1 118	1 061	2 682
HIV positive test - Male	219	518	449	1 186

Source : Eastern Cape Department of Health

Cacadu has a lower antenatal prevalence as compared to the Eastern Cape. This figure however, is likely to hide pockets of vulnerability in urban informal and formal settlements and among high risk populations such as seasonal farm labour.

The Department of Health has embarked on a range of prevention, care and treatment interventions. In Cacadu District four (4) hospitals are accredited for dispensing anti-retroviral treatment, and 1005 patients were treated during January 2006. There is still, however, a need to accredit additional points and to increase the number of people on treatment. Most public clinics offer Voluntary Counselling and Testing (VCT) and in 2006, 86% of those attending public clinics opted for VCT. The percentage of the total population who have undergone VCT, the quality of the services, or whether patients came back to obtain their results is unknown.

Access to clinics and health facilities is a challenge as a vacancy rate of 43% in the Health Department is impacting negatively on access to, as well as on the standard of services rendered.

2.2.7 ENVIRONMENTAL ASPECTS

The natural environment:

The diversity of the District's vegetation is reflected in the highly variable mosaic of geomorphology, topography, soil types, climate and rainfall that occurs in the region. The Cacadu District Municipality includes elements of six biomes, i.e. the Fynbos, Subtropical Thicket, Forest, Succulent Karoo, Savannah and Grassland, which occur along with coastal vegetation, wetlands, pans and riverine vegetation types. Thicket (arid thicket, valley thicket, thicket and dune thicket), with greater than 65% coverage, is the predominant vegetation type of the District. Large contiguous patches of Fynbos occur in the central mountainous areas and western coastal forelands of the region. Smaller isolated patches of coastal, afromontane and thornveld forests, Alexandria grassland, thornvelt, karoo and broken veld are widely distributed through the District.

The biomes represented in the District contain biodiversity of high global and national significance. Three of these fall within globally recognized biodiversity hotspots, namely the Cape Floristic Region, the Succulent Karoo Hotspot and the Maputaland-Pondoland-Albany Hotspot. The National Spatial Biodiversity Assessment (2004) identified nine broad priority areas for conservation action in South Africa and three of these are represented within the CDM.

Bioregional planning and programmes:

The bioregional programmes – Cape Action for People and the Environment (CAPE), Subtropical Thicket Ecosystem Project (STEP) and the Succulent Karoo Ecosystem Plan (SKEP) converge in the area of the Cacadu District Municipality. The outcomes and products of these bioregional programmes and their associated projects, provide the CDM and the local municipalities in the District with environmental tools and guideline for planning and decision-making in their IDPs. These bioregional programmes specifically seek to align local economic and social development needs of the region with biodiversity conservation targets.

Linked to these programmes, there are a number of landscape scale initiatives being implemented in the area of the Cacadu District, including the Garden Route Initiative, the Baviaanskloof Megareserve Project and the Greater Addo Elephant Park Project. These projects have as their primary aim the conservation of critical biodiversity and ecosystems, but they also provide vehicles for addressing social and economic upliftment through community involvement.

Ecosystem status:

According to the STEP Handbook and Mapbook, the Cacadu District includes a number of areas of high conservation importance, including three priority river corridors and extensive areas along the coast and central interior that are considered critically endangered, threatened and vulnerable.

According to the National Spatial Biodiversity Assessment (2004), all of the main river systems in the Cacadu District are endangered or critically endangered and much of the region is highly susceptible to alien plant invasion. The temporary open estuaries and estuarine lakes that abound along the coast are either vulnerable or threatened and the permanently open estuaries are endangered. All of these estuaries are either hardly protected or not protected at all.

Protected areas in the Cacadu District:

The area of the Cacadu District Municipality includes a wide range of formally protected areas that vary considerable in size and geography. These protected areas range from national parks (Camdeboo, Tsitsikamma and Addo), provincial reserves (e.g. Baviaanskloof – which is also a world heritage site, Groendal, parts of the Great Fish River Reserve complex, and a number of smaller reserves, including Waters Meeting 1 & 2 and Thomas Baines) and numerous municipal reserves, e.g. Kap River, Loerie Dam, Gamtoos Coastal, Huisklip and Great Fish River Wetland. These reserves all contribute significantly to the protected area estate of the District and the Province.

2.2.8 POTENTIAL WITHIN THE DISTRICT

The Cacadu District is predominantly rural in nature and is characterized by a small rural population living in scattered towns and settlements. It has a low and erratic rainfall resulting in sparse vegetation that can only support extensive grazing on large farms. The development potential of the District centres on Agriculture and Tourism.

Agriculture:

Livestock production:

The Eastern Cape is South Africa's premier livestock province and is home to more livestock than any other province, producing 21%, 28% and 46% of the country's cattle, sheep and goats respectively. The Eastern Cape is also a world-class producer of wool and mohair.

- Beef:

  The major potential beef producing areas can be found in the northern parts of the Cacadu district, in Camdeboo, Blue Crane Route, Makana and Ndlambe local municipalities.

  Slaughtering has decreased in the first quarter of 2007. Beef production declined slightly in 2007 and is projected to peak towards 2010.

- Dairy:
  The commercial diary industry of the Eastern Cape has its base in the Tsitsikamma area. The Eastern Cape produces approximately 20.5% of the country's total milk supply. The areas with the highest dairy production potential are mostly in the southern parts of Kouga and Koukamma Local Municipalities.

  The other areas mildly suited to dairy production are in the municipalities of Sunday's River Valley, Makana and Ndlambe.

- Sheep and Goats:
  Small-stock farming (sheep and goats) in the Karoo can be expanded through farm worker enterprises and to provide wool, mohair and meat for processing.

  Wool and mohair can provide raw material for the establishment of apparel and garment industries, growing initially from small weavers and craft co-operatives and diversifying into high-value, labour intensive fashion items. Major parts of the Cacadu district are suitable for sheep and goat production, except close to the coastal areas.

- Ostriches:
  Except for the coastal areas, the balance of the Cacadu area shows good potential for ostrich production. There is already a small local leather industry for the processing of raw skins and hides, with its base in Grahamstown. The potential lies in high-value leather goods and clothing, automotive upholstery and the export of cured exotic hides and skins. As the ostrich industry recovers from the avian flu epidemic, it is expected that the processing industry will also expand.

- Broilers:
  The major potential broiler producing area is in the Kouga Municipality.

- Pigs:
  The major potential pig producing areas can be found in the Blue Crane Route and Sundays River Valley local municipalities.

<u>Crops:</u>

Crop production in the Eastern Cape is a high-potential sector. The Eastern Cape in general is already a major South African producer of pineapples, citrus, deciduous fruit, tomatoes, chicory and tea.

Dry land crops can be produced in most of the municipalities in the Cacadu district, except in the driest north-western parts. Irrigation can be expanded in the Fish and Sunday's River catchment areas by increasing water transferred from the Orange River, giving opportunities for further citrus production and high value horticultural production (vegetables, flowers and exotic fruit).

- Maize:
  The Eastern Cape produced 28 500 tons of both white and yellow maize over the 2005 / 2006 production year. This amount represents only 2.8% of the South Africa's total maize production.

  Within the Cacadu area, these is a strip of coastal land in the Koukamma municipal area that is moderately suitable for the production of rain-fed maize.

  The other area that is marginally suitable for rain-fed maize is a narrow strip of land between Somerset East and Cookhouse.

- Wheat:
  The Eastern Cape was responsible for 5 300 tons of South Africa's total wheat production (1 669 800 tons) in 2007. Municipal areas that are marginally suitable for rain-fed wheat production with the Cacadu district include Kouga, Sundays River Valley, Makana, Ndlambe and the coastal region of Koukamma.

- Soya beans:
  There is limited local demand for soya beans but a lucrative export opportunity. The only area in the Cacadu district that is moderately suited to soya bean production is the coastal areas of the Koukamma Municipality.

- Sunflowers:
  South African sunflower production takes place primarily in the Free State and North West Province. Market opportunities are expected to increase with the improved demand for bio-fuels. The more southern local municipalities such as Koukamma and Kouare are the areas most suited to rain-fed sunflower production within the Cacadu district.

- Cotton:
  Cotton is a summer crop, with primary production areas in South Africa, situated in the Limpopo, Mpumalanga, Northern Cape, Northern West and KwaZulu-Natal provinces. The areas that are suitable for the production of irrigated cotton are in the Camdeboo area just south of Graaff-Reinet and in the Ikwezi and Sunday's River Valley municipalities around the Darlington dam.

- Chicory:
  Chicory is grown exclusively in the coastal areas around Alexandria, where Chicory SA has established a drying plant. The dried chicory is all consumed within South Africa and is sold to coffee manufacturers nationwide.

  There is an opportunity for expansion of this industry into the Sundays River Valley and Makana Municipalities.

- Honeybush Tea:
  This crop grows along mountain slopes in the Langkloof area in Koukamma. South Africa produces only 200 tons of honeybush tea per year. The industry has seen an improvement in the quality of tea and the establishment of export standards with the construction of a large processing and packaging facility in Mossel Bay. Honeybush tea has a growing export market.

- Pineapple:
  The Cacadu district, and more specifically, Ndlambe Municipality is a major producer of South African Pineapples. This industry could be expanded and improved if the processing plant is localised to the area of production.

- Olives:
  Olives are at best only marginally suited to the Cacadu district. Suitable areas would include the drier and warmer parts of the Aberdeen Plains to the north of Willowmore.

- Deciduous Fruit (apples and pears):
  The main deciduous-fruit producing areas of South Africa are situated in the Western and Eastern Cape provinces, mainly in areas where warm, dry summers and cold winters prevail. In the Eastern Cape, the Langkloof Valley is home to apply and pear production.

  Apples could also be produced in the western Aberdeen Plains and in the northern parts of the Camdeboo Municipality. The production of these areas has a yield potential of between 30 and 50 tons per hectare. The major restriction for the western parts of the Aberdeen Plain will be the availability of sufficient water for irrigation.

  Pears are only marginally suitable under irrigation in the western Aberdeen Plains and in the north of Camdeboo, with a potential yield capability of 15 to 30 tons per hectare.

- Citrus:
  Oranges are mainly produced in the Kirkwood area of the Sundays River Valley Municipality. Other areas in the Cacadu district are only marginally suited to citrus production under irrigation and include areas to the east of the Sundays River Valley, the northern parts of Camdeboo, south of Klipplaat in Ikwezi, the Aberdeen Plain west of Willowmore and in the Koukamma Municipality around Kareedouw.

  Other marginally suitable soils also include limited areas of the Blue Crane Route Municipality around Somerset East and Cookhouse and scattered areas of the Makana Municipality.

- Pecan Nuts:
  All the coastal areas in the Cacadu district i.e.: Koukamma, Kouga, Sundays River Valley and Ndlambe are marginally suitable for the production of Pecan Nuts.

Forestry:

Forestry is mainly restricted to the Kouga and Koukamma Municipal areas where predominantly pine, eucalyptus and indigenous forests are established. Forestry can be expanded to a limited extent in the Tsitsikamma and the areas around Grahamstown, but potential lies more value adding to wood products and furniture enterprises.

Furniture production has high potential with existing forestry in Tsitsikamma and Grahamstown. High-value custom-made handcrafted furniture will create the need for a skills base, employment and a base for national and international sales.

Eco-tourism and Game Farming:

Agri-tourism has massive potential for growth. The Addo and Baviaanskloof World Heritage Sites and the Fish River Reserve are expanding and will increase the attraction of game reserves in the District.

The whole of the Cacadu district is suited for Game Farming, and this is a huge attraction for national and international agri-tourists. The district has many diverse attractions and has already established tourism as a major economic activity. All that is required is to associate this activity with other local economies to ensure that the full potential is optimised.

Tourism:

The main drive of the tourism industry in the District is its wide range of environmental assets. On the western region of the District is the indigenous Tsitsikamma Forest with giant yellowwoods, mountains, rivers, waterfalls, bridges and high cliffs. The Kouga region is characterized with beaches that are also used for international surfing competitions. On the R62 from N2 west of Humansdorp is the Langkloof Fruit Route, which goes past fruit orchards and protea-covered hills. Fynbos is the dominant vegetation type in this area and there are also rare mountain cedars, honeybush and indigenous herbal plants.

The Sunday's River Valley is home to the famous elephants of the Greater Addo Elephant National Park. It is also a major citrus and rose growing area, where the Addo Rose Festival is held in October each year. "The Valley of the Baboons" between Kouga and the Baviaans Mountains is the third largest nature conservation area in South Africa with its large variety of mammal species and freshwater fish species. Also forming part of the Baviaanskloof Wilderness Area are the 4 x 4 trails with gravel roads that cut across mountain peaks, rivers, valleys and plateau.

Grahamstown is the heart of the Frontier Country, which has a turbulent history as the scene of nine Frontier Wars between the Xhosa and the British in the 19^{th} Century. The Frontier Country Route provides a mixture of attractions, from old forts and battlefields, national monuments and museums, abundant wild life, an ethnic village and annual Arts & Culture, Science & Technology festivals. The District is also home to several world-class private nature reserves and five star eco-tourism lodges.

Mining:

There is very minimal mining that is carried out in the District and it is mainly for construction material. There is river-sand mining in the Sunday's River Valley as well as in the Kouga region. There are studies that are being carried out on the limestone deposit that is in the Makana area as well as investigations on the viability of Uranium mining in the Camdeboo area.

These are the focal areas of the District's economic development potential and need to be un-locked in order to gain full benefits from them. The main obstacles to the un-locking of this potential is the inadequate infrastructure services such as water provision as well as the conditions of the roads within the District.

Environmental Conservation:

The biodiversity outside of formal protected areas in the Cacadu is subject to many competing pressures which not only cause direct biodiversity loss, but also lead to decreased farm productivity, decreased potential for ecotourism, increased restoration costs and lost opportunities for clean air, water and other essential products and services. Despite this situation, there are many opportunities in the District to integrate biodiversity management and conservation with sustainable development and the creation of sustainable livelihoods.

Some of the key threats compromising the District's natural resource assets include:

- Alien vegetation and fish
- Inappropriate development within river catchments and estuaries and sensitive dune systems
- Land degradation and over-grazing
- Uncontrolled or poorly planned urbanization and resort development
- Management of rivers and ground water supplies
- Inappropriate agricultural development and land use practices
- Sand mining, both terrestrial and in river beds

Opportunities:

- Development of appropriate eco-tourism enterprises
- Consolidation and expansion of protected areas through links with communities and land owners
- Opportunities to engage with production sectors to develop ecologically sustainable land use management practices, e.g. the Biodiversity and Citrus Initiative in the Gamtoos Valley
- Carbon sequestration *
- Sustainable harvesting / commercial cultivation of indigenous species for fuelwood, medicinal or cultural purposes, as well commercial ventures, e.g. honeybush tea, bee keeping, aloe tapping, indigenous flowers
- Developing horticultural potential of indigenous species, e.g. pelargoniums, proteas and fynbos, indigenous trees, succulents
- Alien vegetation clearing programmes linked to improved catchment management

* Restoration of degraded areas by planting spekboom (Portulacia afra), which is a characteristic of the Cacadu district, provides opportunities for reducing carbon dioxide

levels in the atmosphere (thus contributing to reducing climate change), restoring degraded landscapes and improving the socio-economic situation in rural areas, since the restoration process is labour intensive and creates many jobs.

2.2.9 SYNOPSIS

Numerous issues, opportunities, constraints and threats have been highlighted through the preceding analysis of the Cacadu District. It must however be noted that the IDP is a strategic document, used to guide capital investment, government intervention, etc. The IDP development priorities and objectives are achieved through the successful implementation of the varying strategies.

As such the IDP is not a document (nor should be) that contains a wish list of projects in the hope of funding. When analysing an IDP, a potential funder, be it a provincial sector department or whoever, should first and foremost interrogate the problems (as indicated in the preceding analysis component) and strategies that are contained within an IDP and then in turn analyse how his or her projects through their own planning processes can address those problems and / or satisfy those strategies within a respective IDP. It is only through this process that one achieves intergovernmental alignment. Alignment is not a matter of funding a wish list of projects that are not strategically informed.

With this in mind a consolidated overview has been developed for the District which will can serve to guide government institutions with respect to planning and investment decisions so as to achieve the objectives of the MTSF as relevant to Cacadu. This consolidated overview is illustrated in the table that follows.

MTSF - Strategic Priorities	MTSF Strategic Priorities Pertinent to the CDM's mandate[16]	Outcomes of IDP Analysis	Outcomes as addressed in CDM's IDP	Implications for Local Municipalities	Relation to CDM's Development Priorities, Objectives	CDM's 2010 / 2011 IDP Projects	National & Provincial Required Interventions[17]
1. Speeding up growth and transforming the economy to create decent work and sustainable livelihoods	**1. Identification of Economic Opportunities** ➢ Identify & enhance existing economic opportunities ➢ Prioritise the creation of employment opportunities ➢ CDM's focus areas are Tourism, Agriculture and public services such as health & education[18] ➢ Effective land use management needs to provide impetus to employment & economic growth	➢ Opportunity to expand formal agriculture in Kouga, Koukamma, SRV and Ndlambe ➢ Need identified to investigate the establishment of agro-processing opportunities in Kouga, Koukamma, SRV and Nldambe ➢ SRV, Baviaans, Camdeboo, Kouga and Ndlambe hold key Tourism focus areas that could benefit from informed interventions ➢ Employment opportunities are limited in Baviaans and Ikwezi in relation to economic sectors ➢ Baviaans, Ikwezi, Blue Crane require economic interventions to stabilize rural depopulation and improve livelihoods. ➢ Opportunity for LMs to improve Land Use Management	➢ ABP / LAA (CDM IDP, Section 4 ➢ Tourism Master Plan (CDM IDP, Section 4 ➢ EGDS (CDM IDP, Section 4) & five pillars to stimulate economic growth: 1. Economic Infrastructure 2. Sector Development 3. HR Skills & Development 4. Institutional Development 5. Regional Linkages ➢ SDF (CDM IDP, Section 4)	➢ Kouga, Koukamma, SRV & Ndlambe to identify & support relevant agricultural sectors ➢ Kouga, Koukamma, SRV & Ndlambe to identify & support relevant agricultural sectors ➢ SRV, Baviaans, Camdeboo, Kouga and Ndlambe to enhance & support LTO's & other tourist associated activities in the area ➢ Baviaans & Ikwezi to identify opportunities to invest in human capital ➢ Baviaans, Ikwezi, Blue Crane to maximize rural land use potential ➢ LMs to prioritize Land Use Management functions	**Development Priority 1: Infrastructure Investment** ➢ Obj 5: Promote integration btw spatial planning & transportation planning to achieve sustainable human settlements **Development Priority 3: Economic Development** ➢ Obj 1: leverage resources to achieve investment in econ infrastructure ➢ Obj 2: Achieve econ growth by developing strategic sectors ➢ Obj 3: Develop & enhance technical & life skills in line with labour market demands ➢ Obj 4: Build internal & external institutional **capacity** ➢ **Obj 5: Estab & sustain partnerships**	See CDM's SDBIP	➢ Department of Economic Development: ➢ Stimulate entrepreneurship by supporting primary sector aligned projects; ➢ Fund the investigation of the expansion of formal agriculture and agro-processing opportunities in Kouga, Koukamma, SRV and Nldambe ➢ Department of Tourism: ➢ Researched interventions required to enhance Tourism related SMMEs on SRV, Baviaans, Camdeboo, Kouga and Ndlambe LMs ➢ Department of Rural Development & Land Affairs: ➢ Policy directives required to ensure sustained land access, development & ownership for the

[16] Not all of the 10 Strategic Priorities hold relevance to the role and mandate of the CDM. The **seven 'bolded'** components of the MTSF have been extracted in the interest of influencing project formulation and resource allocation. The three un-highlighted priorities require a supportive role on behalf of the CDM.

[17] All National and Provincial Government Departments are requested to actively take cognizance of CDM's Planning initiatives and align their mandatory interventions accordingly.

[18] As identified by the MTSF

					aimed at econ dev.		emerging farmer; ➢ Guidance in terms of Agricultural Sector Development. ➢ Department of Agriculture, Fisheries & Forestry: ➢ To provide technical & developmental support to transferred land reform & emerging farmer projects

MTSF - Strategic Priorities	**MTSF Strategic Priorities Pertinent to the CDM's mandate**[19]	**Outcomes of IDP Analysis**	**Outcomes as addressed in CDM's IDP**	**Implications for Local Municipalities**	**Relation to CDM's Development Priorities, Objectives**	**CDM's 2010 / 2011 IDP Projects**	**National & Provincial Required Interventions**[20]
2. Massive program to build economic and social infrastructure	**2. Provision and Maintenance of Infrastructure to expand & improve** ➢ Social & economic infrastructure; ➢ Transportation; ➢ Energy; ➢ Water; ➢ Sanitation; ➢ Information & communication	➢ 82% of the road network in CDM are gravel – consider impact on economic sector and residents ➢ Primary mode of civilian transport = pedestrian ➢ Primary mode of transport supporting economic sectors = road ➢ Depopulation esp in Ikwezi & Baviaans place limits on the provision & maintenance of infrastructure ➢ Social investment program required to support tourism activities in SRV, Baviaans, Camdeboo, Kouga and Ndlambe	➢ Comprehensive Infrastructure Plans (CIPs) are being dev for each LM (CDM IDP, Section 4) ➢ Communications Policy (CDM IDP, Section 4) ➢ Integrated Transport Plan (CDM IDP, Section 4) ➢ Integrated Waste Management Plans (CDM IDP, Section 4) ➢ Water Services Development Plans (CDM IDP, Section 4)	➢ LMs to identify priority roads with specific impacts on economic & resident access ➢ LM to capture safe modes and routes of pedestrian mobility ➢ LMs to identify priority roads with specific impacts on economic access ➢ Ikwezi & Baviaans to prioritize essential provision & maintenance of infrastructure ➢ SRV, Baviaans, Camdeboo, Kouga & Ndlambe to source opportunities to create a sense inclusion of disadvantaged residents in tourism initiatives	**Development Priority 1: Infrastructure Investment** ➢ Obj 1: Assist with water provision ➢ Obj 2: Ensure adequate Bulk water source ➢ Obj 3: Provide Infra Maintenance Plans ➢ Obj 4: Improve mobility in the CDM by 2010 ➢ Obj 5: Promote integration btw spatial planning & transportation planning to achieve sustainable human settlements ➢ Obj 6: Develop an integrated tourism/2010 role-out plan	See CDM's SDBIP	➢ Provincial Dept of Transport ➢ Provision & maintenance of roads infrastructure along primary economic routes ➢ SANRA ➢ Provision & maintenance of roads infrastructure along primary economic routes ➢ Department of Water and Environmental Affairs ➢ Provision & maintenance of infrastructure in line with Departmental mandate ➢ Department of Tourism: ➢ To provide guidance on the social involvement of under resourced communities and associated strategic partners in tourism driven economies.

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[20] All National and Provincial Government Departments are requested to actively take cognizance of CDM's Planning initiatives and align their mandatory interventions accordingly.

MTSF - Strategic Priorities	**MTSF Strategic Priorities Pertinent to the CDM's mandate[21]**	**Outcomes of IDP Analysis**	**Outcomes as addressed in CDM's IDP**	**Implications for Local Municipalities**	**Relation to CDM's Development Priorities, Objectives**	**CDM's 2010 / 2011 IDP Projects**	**National & Provincial Required Interventions[22]**
3. Comprehensive rural development strategy linked to land and agrarian reform and food security	**3. Support of Agrarian Reform and Food Security by formulating responsive programs that consider** ➢ Economic potential; ➢ The location of poverty	➢ Opportunity to expand formal agriculture in Kouga, Koukamma, SRV and Ndlambe ➢ Need identified to investigate the establishment of agro-processing opportunities in Kouga, Koukamma, SRV and Nldambe ➢ Employment opportunities are limited in Baviaans and Ikwezi in relation to agricultural opportunities	➢ ABP / LAA (CDM IDP, Section 4) ➢ EGDS (CDM IDP, Section 4) & five pillars to stimulate economic growth: 1. Economic Infrastructure 2. Sector Development 3. HR Skills & Development 4. Institutional Development Regional Linkages	➢ Kouga, Koukamma, SRV & Ndlambe to identify & support relevant agricultural sectors ➢ Kouga, Koukamma, SRV & Ndlambe to identify & support relevant agricultural sectors ➢ Baviaans & Ikwezi to identify opportunities to invest in human capital	**Development Priority 3: Economic Development** ➢ Obj 1: leverage resources to achieve investment in econ infrastructure ➢ Obj 2: Achieve econ growth by developing strategic sectors	See CDM's SDBIP	➢ Department of Rural Development & Land Affairs: ➢ Policy directives required to ensure sustained land access, development & ownership for the emerging farmer; ➢ Guidance in terms of Agricultural Sector Development. ➢ Department of Agriculture, Fisheries & Forestry ➢ To provide technical & developmental support to transferred land reform & emerging farmer projects ➢ Department of Economic Development ➢ Stimulate entrepreneurship by supporting primary sector aligned projects; ➢ Fund the investigation of the expansion of formal agriculture and agro-processing

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[22] All National and Provincial Government Departments are requested to actively take cognizance of CDM's Planning initiatives and align their mandatory interventions accordingly.

							opportunities in Kouga, KK, SRV and NIdambe
MTSF - Strategic Priorities	**MTSF Strategic Priorities Pertinent to the CDM's mandate[23]**	**Outcomes of IDP Analysis**	**Outcomes as addressed in CDM's IDP**	**Implications for Local Municipalities**	**Relation to CDM's Development Priorities, Objectives**	**CDM's 2010 / 2011 IDP Projects**	**National & Provincial Required Interventions[24]**
4. Strengthen the skills and human resource base	**4. Enhancement of Skills and Education Systems with a focus on** ➢ Quality education & skills development for all ➢ The use of information & communications technology ➢ Artisan skills & self employment ➢ Food security & land based livelihoods	➢ Skills Audit required in relation to dominant economic sectors ➢ Intervention to provide improved access to and use of I& CT ➢ District wide intervention required to encourage sustainable use of commercial and subsistence agricultural land	➢ Communications Policy (CDM IDP, Section 4)	➢ All LMs to orchestrate a skills audit relative to dominant economic sectors ➢ All LMs to secure ADSL connectivity and facilitate access to ICT ➢ All LMs to actively manage existing agricultural resources with a particular emphasis on commonage land	**Development Priority 3: Economic Development** ➢ Obj 3: Develop & enhance technical & life skills in line with labour market demands	See CDM's SDBIP	➢ Department of Higher Education and Training ➢ Declaration of levels of adult education and skills training available in relation to CDM's primary economic sectors ➢ Department of Rural Development & Land Affairs: ➢ Policy directives required to ensure sustained land access, development & ownership for the emerging farmer; ➢ Department of Agriculture, Fisheries & Forestry: ➢ To provide technical & developmental support to transferred land reform & emerging farmer projects

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[24] All National and Provincial Government Departments are requested to actively take cognizance of CDM's Planning initiatives and align their mandatory interventions accordingly.

MTSF - Strategic Priorities	**MTSF Strategic Priorities Pertinent to the CDM's mandate**[25]	**Outcomes of IDP Analysis**	**Outcomes as addressed in CDM's IDP**	**Implications for Local Municipalities**	**Relation to CDM's Development Priorities, Objectives**	**CDM's 2010 / 2011 IDP Projects**	**National & Provincial Required Interventions**[26]
5. Improve the health profile of all South Africans	**5. Improve the Health Profile of Cacadu inhabitants by** ➢ Increasing access to health services & the achievement of better outcomes ➢ Strengthen to treatment & monitoring of TB ➢ Better care & awareness relating to HIV/AIDS & child vaccines	➢ Access to clinics of problematic due to staff shortages ➢ Sparse population distribution in CDM could limit access to health facilities and accurate information ➢ Particularly vulnerable groups include: farm workers, residents of informal settlements, migrant workers	➢ Health Plan (CDM IDP, Section 4)	➢ All LMs to assess Clinic Staff numbers relative to size of community serviced ➢ All LMs to facilitate the sourcing of accurate health information relative to key provincial and national interventions ➢ All LMs to strategize on facilitating health access to identified vulnerable groups	**Development Priority 4: Community Services** **B: Primary Health Care** ➢ Obj 1: Improve health status of the comm in accordance with the District Health Systems Model **C: HIV & AIDS Plan** ➢ Obj 1: Promote voluntary testing & counselling ➢ Obj 2:Ensure that traditional surgeons & nurses are trained in general health issues ➢ Obj 3: Reduce the impact of HIV / AIDS in the	See CDM's SDBIP	➢ Department of Health ➢ Provide the CDM with the political, management and financial component to ensure the delivery of health care in a cost effective and integrated manner.

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[26] All National and Provincial Government Departments are requested to actively take cognizance of CDM's Planning initiatives and align their mandatory interventions accordingly.

					CDM ➢ Obj 4: Build LM capacity to respond to HIV / AIDS ➢ Obj 5: Effectively manage the impact of HIV / AIDS on orphans & vulnerable children		
MTSF - Strategic Priorities	**MTSF Strategic Priorities Pertinent to the CDM's mandate[27]**	**Outcomes of IDP Analysis**	**Outcomes as addressed in CDM's IDP**	**Implications for Local Municipalities**	**Relation to CDM's Development Priorities, Objectives**	**CDM's 2010 / 2011 IDP Projects**	**National & Provincial Required Interventions[28]**
6. Intensify the fight against crime	*6. Support the fight against crime*	➢ Assault and the various forms of robbery or theft are the most commonly reported crimes in the CDM ➢ Theft and assault related crime statistics are indicative of underlying development issues in the CDM and needs identification in the following areas: ➢ job creation; ➢ substance abuse programs; ➢ youth programs; ➢ secondary and tertiary education		➢ All LMs to take cognizance of commonly reported crimes in relation to economic planning ➢ All LMs to play a supportive role in establishing sustainable community policing forums		See CDM's SDBIP	➢ SAPS ➢ Report on prominent local and district wide crimes; ➢ Assist with forming and training community policing forums. ➢ Department of Economic Development ➢ Stimulate entrepreneurship by supporting primary sector aligned projects.

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[28] All National and Provincial Government Departments are requested to actively take cognizance of CDM's Planning initiatives and align their mandatory interventions accordingly.

		programs relevant to required skills on a local level.					
MTSF - Strategic Priorities	**MTSF Strategic Priorities Pertinent to the CDM's mandate[29]**	**Outcomes of IDP Analysis**	**Outcomes as addressed in CDM's IDP**	**Implications for Local Municipalities**	**Relation to CDM's Development Priorities, Objectives**	**CDM's 2010 / 2011 IDP Projects**	**National & Provincial Required Interventions[30]**
7. Build cohesive, caring and sustainable communities	**7. Build cohesive, sustainable and caring communities by** ➢ Promoting culture, arts & sport ➢ Promoting economic development ➢ Supporting & developing community organizations	➢ District wide drive to reduce poverty and promote access to economic opportunities, with a specific focus on Baviaans, Ikwezi and Blue Crane Route ➢ Capacity Building interventions required by key community organisations	➢ EGDS (CDM IDP, Section 4) & five pillars to stimulate economic growth: 1. Economic Infrastructure 2. Sector Development 3. HR Skills & Development 4. Institutional Development 5. Regional Linkages	➢ All LMs to prioritize access to economic opportunities with particular emphasis on Baviaans, Ikwezi and Blue Crane Route ➢ LMs to identify key community organizations & formulate & support required capacity building interventions	**Development Priority 4: Community Services** **E: Special Programmes** ➢ Obj1: Ensure the mainstreaming of designated groups through integrated planning ➢ Obj 2: Build Institutional Capacity in LMs to deal with special programmes ➢ Obj 3: Promote principles of moral regeneration.	See CDM's SDBIP	➢ Department of Women, Youth, Children and People with Disability: ➢ Create awareness around mandatory groupings while stimulating economic development and financial independence in key areas. ➢ Department of Sports, Recreation, Arts and Culture: ➢ Align interventions with CDM initiatives.
8. Pursuing African	*8. Support African*						

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[30] All National and Provincial Government Departments are requested to actively take cognizance of CDM's Planning initiatives and align their mandatory interventions accordingly.

advancement and enhanced international cooperation	*advancement and international cooperation*						
MTSF - Strategic Priorities	**MTSF Strategic Priorities Pertinent to the CDM's mandate**[31]	**Outcomes of IDP Analysis**	**Outcomes as addressed in CDM's IDP**	**Implications for Local Municipalities**	**Relation to CDM's Development Priorities, Objectives**	**CDM's 2010 / 2011 IDP Projects**	**National & Provincial Required Interventions**[32]
9. Sustainable Resource Management and use	**9. Sustainable Resource Management and use by means of** ➢ The validation of renewable energy alternatives ➢ Promotion of energy efficiency ➢ Accreditation of carbon credits ➢ Adoption of waste reduction practices ➢ Enforcement of zero tolerance of the exploitation of resources ➢ Supporting sustainable water use & quality provision ➢ Enhancement of biodiversity & the	➢ Community mindshift required in relation to alternative energy sources ➢ Addition to Agricultural Sector may exist ito carbon credits ➢ Economically challenged areas (Baviaans & Ikwezi) may have potential in terms of renewable energy ➢ Broad economic development needs to take cognizance of	➢ Disaster Management Plan (CDM IDP, Section 4) ➢ Environmental Health Services (CDM IDP, Section 4) ➢ Integrated Waste Management Plans (CDM IDP, Section 4) ➢ Water Services Development Plans (CDM IDP, Section 4)	➢ All LMs to become informed in terms alternative energy sources & promote use & benefits ➢ LMs to investigate economic potential ito accreditation of carbon credits & promote & support opportunities to land owners ➢ Baviaans & Ikwezi to investigate potential in terms of renewable energy use & generation ➢ All LMs to consider area biodiversity	**Development Priority 4: Community Services** **A: Environmental Health** ➢ Obj 1: Improve Env Health Status of Baviaans, Ikwezi. ➢ Obj 2: Monitor & jointly manage EHS in Kouga, Koukamma, Camdeboo, BCR, Makana, SRV & Ndlambe **D: Disaster Management** ➢ Obj 1: To mitigate Disasters in the CDM ➢ Obj 2: To provide	See CDM's SDBIP	➢ Department of Water and Environmental Affairs: ➢ Provision & maintenance of infrastructure in line with Departmental mandate; ➢ Provision of guidance & inputs on renewable energy, resource and environmental conservation.

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[32] All National and Provincial Government Departments are requested to actively take cognizance of CDM's Planning initiatives and align their mandatory interventions accordingly.

	preservation of natural habitats	biodiversity and natural habitats		and natural habitants when formulating economic initiatives	fire fighting in the District		

MTSF - Strategic Priorities	MTSF Strategic Priorities Pertinent to the CDM's mandate[33]	Outcomes of IDP Analysis	Outcomes as addressed in CDM's IDP	Implications for Local Municipalities	Relation to CDM's Development Priorities, Objectives	CDM's 2010 / 2011 IDP Projects	National & Provincial Required Interventions[34]
10. Building a developmental state including improvement of public services and strengthening democratic institutions	*10. Support the building of a developmental state*				**Development Priority 2: Capacity Building & Support to LMs** ➢ Obj 1: Max potential of LMs and CDM to deliver services ➢ Obj 2: Improve effectiveness of income generation & financial management ➢ Obj 3: Provide infra dev and service delivery support to LMs ➢ Obj 4: Assist LMs in planning & implementing infra proj	See CDM's SDBIP	

[33] Not all of the 10 Strategic Priorities hold relevance to the role and mandate of the CDM. The **seven 'bolded'** components of the MTSF have been extracted in the interest of influencing project formulation and resource allocation. The three un-highlighted priorities require a supportive role on behalf of the CDM.

[34] All National and Provincial Government Departments are requested to actively take cognizance of CDM's Planning initiatives and align their mandatory interventions accordingly.

					➢ Obj 5: Increase effectiveness of IDPs & PM		

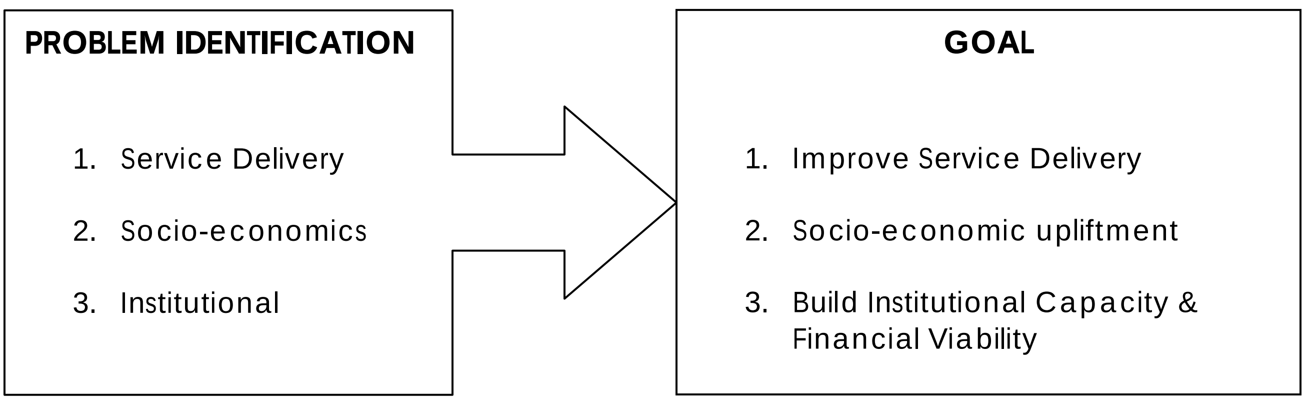
2.3 PART 3: PRIORITY ISSUES, OBJECTIVES & STRATEGIES

2.3.1 STRATEGIC DIRECTION

Part 1 of this Chapter, the Analysis, provides status quo information of the Cacadu District, highlighting socio-economic trends, service delivery challenges, capacity challenges and provides an understanding of how Municipalities are functioning. A number of issues have surfaced from the desktop analysis and community participation through LM engagement sessions. Part 2 seeks to systematically prioritize all the issues that have surfaced, and in an integrated approach develop focus areas for the District for the next five (5) years. Recognizing that resources are finite and the role of the District is to create an enabling environment, the service delivery menu will have to be based on partnerships with all stakeholders and innovation on how best we share scarce resources.

All of the issues raised in Part 1, can be grouped as follows:

- Service Delivery
- Socio-economic
- Institutional capacity



In crafting the new focus areas (**Development Priorities**), **Objectives** and **Strategies** the ultimate goal will be to improve service delivery, uplift the community of the District socially and economically and build strong Municipal institutions that have the appropriate skills and resources and are financially sound. This will be done in a manner that meets the present need and without compromising the future generation to meet their own.

Table 2.24: Development Priority Matrix

	IMPROVE SERVICE DELIVERY	SOCIO-ECONOMIC UPLIFTMENT	BUILD INSTITUTIONAL CAPACTY AND FINACIAL VIABLITY
PRIORITY ISSUES	Water shortages & drought Dilapidating infrastructure Vast distances between places Poor road and transport infrastructure Lack of maintenance Inadequate funding to meet back-logs	Low employment opportunities HIV & AIDS impact Dependency on social grants Access to services Diversification to game farming Impact of Disasters	Low revenue base Indigent population Reliance on grant funding Lack of skills Parole costs
	Water losses Land use management Dilapidated electricity infrastructure Building regulations & approval of plans	Implementation of free basic services Need for cemeteries Need for clinics Programmes dealing with designated groups	Poor integrated development planning Inappropriate organization structure Financial viability Lack of coordination with sectors / partners Roles and Responsibilities Implementation of by-laws Lack of systems Low staff morale & lack of Batho Pele Non-compliance with MFMA

DESK-TOP ANALYSIS

MTSF / NSDP PRINCIPLES

LM ENGAGEMENT

	NATIONAL / PROVINCIAL DIRECTIVES	NATIONAL / PROVINCIAL DIRECTIVES	NATIONAL / PROVINCIAL DIRECTIVES
GOALS	KPA 2 : Basic Service Delivery Eradication of Buckets – 2007 Address water backlogs - 2008 Address Sanitation backlogs – 2010 Access to basic services - 2012	KPA 3 : Local Economic Development Halve poverty by 2014	KPA 1 : Transformation and Organisation Development KPA 4 : Finance Viability and Management KPA 5 : Good Governance and Public Participation

INFRASTRUCTURE INVESTMENT	ECONOMIC DEVELOPMENT	COMMUNITY SERVICES	CAPACITY BUILDING & SUPPORT
CACADU DISTRICT MUNICIPALITY DEVELOPMENT PRIORITIES			

Guided by the National Directives, contained in the Implementation Plan for the Five Year Local Government Strategic Agenda (2006-2011), the National Targets to beat the back-logs and meet the targets for bucket eradication, water, sanitation, electricity, and the Eastern Cape Growth, Development Strategy and the status quo information contained in Part 1, including inputs from the Local Municipalities in Cacadu, the following Development Priorities have been adopted to best respond to these mammoth challenges :

1. Infrastructure Investment
2. Capacity Building and Support to Local Municipalities
3. Economic Development
4. Community Services

<u>DEVELOPMENT PRIORITY 1:</u>
INFRASTRUCTURE INVESTMENT

Rationale for the development priority "Infrastructure Investment":

It is recognized that infrastructure development (within the confines of the NSDP principles), and more importantly infrastructure maintenance, is the lifeblood of local government's existence. Without appropriate infrastructure development and appropriate infrastructure maintenance the sustainability of local municipalities will be severely compromised as its existing and future tax base is dependant on appropriately maintained infrastructure. In addition, appropriate infrastructure at appropriate locations can create an environment conducive to economic development.

In addition to the above, local government has a constitutional mandate to provide for the basic needs of its communities and as such ensure appropriate infrastructural standards.

In terms of the development priority "infrastructure investment", the applicable objectives, strategies and projects to be undertaken by the Cacadu District Municipality are reflected in the SDBIP.

<u>DEVELOPMENT PRIORITY 2:</u>
CAPACITY BUILDING & SUPPORT TO LM'S

Rationale for the development priority "Capacity Building and Support to LMs":

Local municipalities within the District are required by the Constitution to:

- To provide democratic and accountable government for local communities.
- To provide services to the communities in an equitable and sustainable manner.
- To promote social and economic development.
- To promote a safe and healthy environment.

Although obligated to perform those duties as listed above, local municipalities are often overwhelmed in terms of available resources and capacity to adequately deliver on the above. The Cacadu District Municipality therefore has an obligation to support and provide capacity to those local municipalities within the District.

In terms of the development priority “capacity building and support to LMs”, the applicable objectives, strategies and projects to be undertaken by the Cacadu District Municipality are reflected in the SDBIP.

DEVELOPMENT PRIORITY 3: ECONOMIC DEVELOPMENT

Rationale for the development priority “Economic Development”:

It is generally accepted that “economic development”, if properly conceptualized, designed and managed, is critical to meeting the various developmental challenges that face local government today especially those relating to employment creation and general poverty eradication. As such, existing resources need to be properly leveraged in order to benefit the community at large whilst still taking into account the resources available within the municipality. In achieving the above the following principles will be applied:

- Sustainability
- SMME development
- Impact assessment
- Good municipal governance

In terms of the development priority “economic development”, the applicable objectives, strategies and projects to be undertaken by the Cacadu District Municipality are reflected in the SDBIP.

DEVELOPMENT PRIORITY 4: COMMUNITY SERVICES

Rationale for the development priority “Community Services”:

The Cacadu District Municipality, which is a Category C municipality, is responsible for the overall planning and co-ordination of service delivery within the boundaries of the District Municipality. Due to the vastness of the geographical area and the diversity within the boundaries, there are numerous and unique situations being encountered in terms of the provision of a range of services, in particular “community services”, i.e. health, disaster management, etc. As such, existing resources need to be properly leveraged in order to benefit the community at large whilst still taking into account the resources available within the municipality.

In terms of the development priority “community services”, the applicable objectives, strategies and projects to be undertaken by the Cacadu District Municipality are reflected in the SDBIP.

CHAPTER 3: DEVELOPMENTAL INTERVENTIONS WITHIN THE DISTRICT

3.1 MECHANISM FOR REVIEWING THE CDM IDP

It has been the belief in the past that the IDP review encompassed a re-write of all aspects relating to the IDP, i.e. development priorities, etc. This approach is contrary to the logic behind the review of an IDP. The CDM developed its IDP in 2007 along with its development priorities for a five year period that is indicative of what the municipality would like to achieve / strive to achieve during the five year political term (i.e. 2007-2011). As such an IDP review encompasses the following:

- An update of the analysis component of the IDP (see Chapter 2) with any new information (if any) that has come to hand.
- A review on how effective / successful the projects and strategies within the IDP have been within the municipality in achieving its development priorities and objectives.

The table below, entitled “Summary of the Attainment of CDM IDP Objectives”, attempts to critically reflect on the CDM’s performance during the first, second and third year of the five year IDP term in achieving its objectives and strategies through the implementation or non implementation of its respective projects, i.e. the table below illustrates the realisation or non-relation of the institutions “business plan” (i.e. the IDP) through demonstrating:

- How successful the CDM has been in implementing the projects during the first, second and third year of the five year IDP term.
- The effect, or eventual projected effect, the projects have had in achieving the respective objective and strategy.
- Whether or not projects need to be refined, scrapped, continued, replaced by new projects in order to achieve the stated objective & strategy and the resultant implication of the Service Delivery and Budget Implementation Plan (SDBIP), contained within Section 4.2.2 for the 2011/12 financial year.

As such the table below should be viewed as the strategic tool from which the CDM’s management and political leadership can strategically direct the institution in terms of maintaining the level of certain interventions or recognising the need to focus on improving in certain identified areas of intervention.

SUMMARY OF THE ATTAINMENT OF CDM IDP OBJECTIVES: YEAR 1 (2008), YEAR 2 (2009), YEAR 3 (2010) and Year 4 (2011)

DEVELOPMENT PRIORITY	OBJECTIVE	Project (as per 2010/2011 SDBIP)	YEAR 1 (2008)			YEAR 2 (2009)			YEAR3 (2010)			YEAR 4(2011)		
			In-progress	Complete	Cancelled	In-progress	Complete	Cancelled	In-progress	Complete	Cancelled	In-progress	Complete	Cancelled
Infrastructure Investment	To assist LMs to provide adequate potable water and adequate sanitation by 2010	Backlogs in Water and Sanitation					X							
		Align infrastructure spending at LM												
		Make presentation to sector departments / possible funders (O & M)							X			X		
	To ensure that there is an adequate bulk sustainable water source in the CDM region	Co-funding of Jansenville Treatment Plant												
		Rainwater harvesting for the Cacadu District		X										
		Completion of Section 78(1) Assessment					X							
		Infrastructure DMA: Alienation										X		
		MIG Projects	X			X			X			X		
		Planning & Feasibility Studies				X			X			X		
		Camdeboo Electricity Master Plan								X				
		Blue Crane Electricity Master Plan & funding of project from resulting plan								X				
		Electricity infrastructure in DMA										X		
	To provide effective and sustainable infrastructural maintenance plans	As-built compilations for Baviaans Municipality					X							
		AS-built compilation for Ikwezi and Blue Crane Route Municipality								X				
		Upgrade Water Supply to Glenconner & Kleinpoort (MIG)								X				
		CDM Drought Relief Contingency (DWAF)												
		WSDP-review & enhancement (DWAF)									X			
		Kou-kamma drought relief (DWAF) additional water source								X				
		Cacadu maintenance backlogs identified (O & m BLK)								X				
	To improve mobility in the District by 2010	Upgrading of public transport facilities												

		Completion of District road needs hierarchy								X				
		Kou Kamma flood damaged roads				X			X			X		
		Food Damaged Roads								X				
		Prepare road maintenance												
	To improve housing in the LM's	Addo-Valencia												
		Louterwater PH2												
		Sandrif 594												
		Stormsriver												
		Willowmore												
		Klipplaat Disaster												
	To promote integration between spatial planning and transportation planning to achieve sustainable human settlements	Annual Review of SDF		X			X			X				
		Agricultural Strategic Investment Framework								X				
		Somerset East Urban Design								X		X		
		GIS interface development							X			X		
		Makana Bus Terminus									X			
		Annual update of the Cacadu District ITP										X		
		Upgrading of Sports Facilities within the CDM in accordance with needs for 2010								X				
		Ndlambe Sports Field								X				
		Existence of Sports Facility at Rietbron								X				
	Develop an integrated tourism / 2010 infrastructure rollout plan in conjunction with NMBM	NEW												
Capacity Building and Support to LMs	Maximise the potential of the CDM & LMs to effectively and efficiently deliver services to their communities	Support LMs with Supply Chain Management processes and procedures							X			X		
		Continual support that Audit Committees are functioning effectively						X						
		Establishment of the unemployed graduates program				X						X		
		Implementation of Capacity Building Strategy in the District	X			X			X			X		
		Provision of support to low capacity LM's iro Organisational and HR Arrangements										X		
		Develop communication policies and plans at local municipalities							X			X		
		Provision of assistance to							X			X		

		LMs with respect to GRAP/GAMAP compliance (financial statements)												
		Training provided to LMs with regard to Asset Register								x				
	To provide infrastructure development and service delivery support to LMs	Develop a shared service agreement. Project to be funded by GTZ									x			
		Water quality monitoring (in conjunction with Environmental Health) for all LM's	x			x			x			x		
		Connect with Cacadu- hardware installation within additional libraries within the District		x			x			x		x		
		Project shine- 2nd phase CwC interface development								x				
		Waaikraal Cemetery												
		Town planning projects within CDM (Tsitsikamma zoning maps, Canon Rocks cemetery, Jeffreys Bay densification strategy)												
		Survey projects within CDM (Umasizakhe, Jansenville orthphotos, Bergsig encroachments, Addo												
		Existence and execution of a training plan based on identified training needs at LMs in relation to Disaster												
	To assist municipalities in planning and implementation of infrastructural projects	Pilot Project for Shared Service												x
	To increase effectiveness and promote a district wide approach to IDPs and performance management	Intensively support 3 identified LMs in implementation of the PMS												
		Assist LMs in the development of IDP's and SDFs		x			x			x			x	
Economic Development	To leverage available resources to achieve investment in economic infrastructure in partnership with relevant stakeholders	SRV Hawkers facility	x			x				x				
		2010 Soccer World Cup Support								x				
		LEDI in partnership with DBSA				x			x			x		
	To achieve year-on-year economic growth by developing strategic	Tourism marketing	x			x			x			x		

	sectors in the District	Tourism Capacity Building				x			x			x		
		Support to LM Tourism Development Program				x			x			x		
		Viable managed nature reserves in district							x			x		
		Tourism Statistics System					x							
		Natural Fibre Benefication												
		SMME Support Program	x			x			x					x
		Agri-sector strategy							x			x		
		Goat Farming Ikwezi		x										
		Development to Flower Trail	x			x					x			
		Honeybush Tea Evebrand Packhouse - Koukamma				x				x				
		DEDEA Grant for Makana Goat Village	x			x					x			
	To develop and enhance technical and life skills in line with labour market demands of the District in strategic sectors and the region at large	DMA Crafts Initiative	x			x			x				x	
		Rietbron Sheep Farming Cooperative	x			x			x			x		
		Sheep Shearers Cooperative				x					x			
		Ostrich Farming Cooperative (Pilot)				x			x					x
		Leather Craft Initiative	x			x			x			x		
	To build appropriate internal and external institutional capacity	Functional LED District Support Team (DST)				x			x			x		

	necessary to improve integration, alignment and co-ordination of economic development programmes	Red Tape Reduction			x									
		Support to Kouga Development Agency	x			x			x			x		
		Revitalisation of the Fonteinbosch Nature Reserve				x			x			x		
		Tourism Advisory Council				x					x			
		Agreement with Small Enterprise Development Agency (SEDA)	x			x			x				x	
	To establish and sustain partnerships and regional linkages aimed at promoting economic development	Structured Meetings and engagement with Coega IDZ							x			x		
		Functional Economic Development Forum	x			x			x			x		
Community Services	To improve the environmental health status of the communities of Baviaans, Ikwezi and DMA	Ensure submission of quarterly statistical report to Mayoral Committee to reflect EHS rendered in the referred to areas		x			x			x			x	
		Conduct a Section 78 Assessment		x			x			x				x
		Conduct education and awareness campaigns		x			x			x			x	
		Community Food Gardens		x			x			x			x	
		Link to Environmental health PHC local clinic committees		x			x			x				x
		Link environmental health to other stakeholder structures		x			x			x				x
		Improve and implement an administrative system to effectively receive & manage complaints		x			x			x			x	
		Routine Waste Management Assessment & pest control		x			x			x			x	

		To monitor relevant food outlets within the identified areas so as to ensure that food complies with acceptable micro & chemical standards through 4 tests in each area												
		To monitor waster reticulation systems from source to user		x			x			x			x	
		Improve water quality in the DMA		x			x			x			x	
		To design and implement action plans to address non-acceptable water quality		x			x			x			x	
		To design and implement action plans to address non-acceptable food quality through education and awareness campaigns		x			x			x			x	
	To effectively monitor and jointly manage environmental health services in the local municipalities of Kouga, Kou Kamma, Camdeboo, BCR, Makana, SRV & Ndlambe as per a PPSLA agreement	Ensure that service Level PPSLAs are updated, revised and signed by 7 Local Municipalities annually		x			x				x			x
		Monitoring of Local Municipalities financial expenditure reports, quarterly reports and monthly statistics through acquiring each LMs quarterly reports		x			x			x			x	
		Ensure that budget for 7 Local Municipalities are developed annually.							x			x		
	To improve the health status of the community as per the principles of the District health system model	Manage and evaluate the Steytlerville and Klipplaat secondment to CDM and submitt analysis and possible recommendations to B-Type Municipaliy and Mayco							x			x		
		Professional input into the provinsialisation process at a provincial level							x			x		
		Assess annually the components rendered under PHC at each set clinic (8 MHSD, 13 KHDS, 4 CHSD) as per the PPSLA to ensure conformation to the signed							x			x		

		PPSLA												
		Review and sign the PPSLA with ECDoH which indicates the components of a comprehensive PHC service												
		Statistical analysis and recommendations from the PHC, based statistical reports from each service point submitted to Mayco for the period April - March (ECDoH financial year)												
		Monitor the annual quality assessment of PH services at all 70 service points (includes seconded Steytlerville and Klipplaat clinics)				x			x			x		
		Monitor the function of local set clinic committees (quarterly minutes) and report to Mayco annually on concerns raised in minutes	x			x			x			x		
		Ensure that mobile clinics service the designated routes, as per the annual set schedule through monthly assessment of service breaks	x			x			x			x		
		Review annually the mobile routes so as to ensure adequate coverage of area	x			x			x			x		
		Review annually the mobile routes so as to ensure adequate coverage of area and budget accordingly	x			x			x			x		
		Assessment of vehicles completed in order to maintain fleet and thereby ensure accessibility	x			x			x			x		
		Ensure functioning of District Health Council	x			x			x			x		
	Promote voluntary testing and counselling amongst the inhabitants of the CDM	Motivate for adequate funding to maintain operations post 30 June 2009												
	To ensure traditional surgeons and traditional nurses are trained in general health issues, HIV and AIDS prevention	Partnership with Province in training of lingcibis and amakhankatas in safe health practices												

	To build institutional capacity within the municipalities to effectively respond to HIV and AIDS	Support functional DAC	x			x			x			x		
		District World AIDS day celebration	x			x			x			x		
		ormulate an integrated HIV and Aids Plan and Strategy for LM's												
		Implementation of the CDM HIV and Aids Plan							x			x		
		Revamp to Clinics				x			x			x		
	To mitigate disasters in the Cacadu District	Establishment of a standing item on Disaster Management at the CDM management meeting in stead of an inter-departmental meeting	x			x			x			x		
		Establishment of response and recovery task teams in each satellite area							x			x		
		Implementation of contingency plans and disaster management policies							x					
		Purchase of bus for emergency transportation of volunteers					x							
		Enhance education and awareness in Disaster Management	x			x			x			x		
		Development of disaster management plans for LMs				x			x					
		Disaster management information system - 2nd phase										x		
		Facilitate Local Municipalities Disaster Management Plans				x			x					
		Establishment of a Disaster Management Centre at CDM					x							
	To provide effective fire fighting in the District	Fire Services for DMA	x			x			x			x		
		Purchase of a fire truck		x			x			x			x	

		Fire training to fire services personnel	x			x			x			x		
		Purchase of fire fighting equipment for LMs		x			x			x			x	
		Conduct Fire awareness campaigns	x			x			x			x		
		Promote effective fire fighting	x			x			x			x		
	To ensure mainstreaming of designated groups through integrated planning in the Cacadu District	Forecast employment opportunities at planning stage of projects for the purpose of providing projected training needs (to ensure that appropriate skills are available and can be taken advantage of)												
		Upliftment of groups through business and SMME development												
		Develop, integrate & monitor a strategic plan for women												
		Rollout of CBP within the District												
		Develop, integrate and monitor a strategic plan for disabled												
		Ndlambe Disabled - SP												
		Develop, integrate and monitor a strategic plan for youth												
		Completion of youth centre revamp and hand over to BCRM												
		Establishment and functioning of a task team for Women Empowerment												
		Monitor and maintain the effectiveness of the Forums in the District												
		Host events and hold activities within the district												

	To promote the principles of moral regeneration	Awareness programmes at Schools											
		Monitor and Evaluate GDS Commitments (Economic Growth and Development Strategy Review)											

3.2 INTERGOVERNMENTAL ALIGNMENT

Intergovernmental alignment is a critical component of the IDP in pursuing the developmental agenda of government. As such developmental interventions within the District should not be viewed from specific institutional interventions, but rather as a collective whole be they local, district or provincial interventions. The table below reflects those development priorities within each local municipality within the Cacadu District as well as the CDM itself. The linkage between the CDM's development priorities and that of the local municipalities' development priorities is clearly illustrated through the uniform shadings per development priority in the table below.

Dev. Priority	Cacadu	Camdeboo	Blue Crane Route	Ikwezi	Makana	Ndlambe	Sundays River Valley	Kou-Kamma	Baviaans	Kouga
1	Infrastructure Investment	Housing	Infrastructure	Rural Economic Development	Local Economic Development	Institutional Transformation	Provision of Infrastructure & Basic Services	Infrastructure Services	Building the institutions & Employee Capacity	Infrastructure and Basic services
2	Capacity Building & Support to LM's	Community Building	Community Services	Infrastructure Development	HIV Aids	Finance Viability & Management	Social & Economic Development	Socio-Economic Development	Enhance Community Services	Socio–Economic Development
3	Economic Development	Local Economic Development	Local Economic Development	Human Development (Building the People of Ikwezi)	Municipal Infrastructure	Basic Social Service Delivery & Local Economic Development	Democratization & Governance	Democratization & Governance	Economic Development	Institutional Transformation
4	Community Services	Infrastructure	Financial Management	Institutional Growth & Development	Housing & Land	Infrastructure	Institutional Transformation	Institutional Transformation	Provision of Basic Infrastructure	Good Governance and Public Participation
5		Institutional Building	Governance & Institutional Transformation		Accessibility & Transport		Financial Management	Financial Management		Financial Viability & Management
6					Safe & Secure Environment					
7					Social Development					

8					Corporate & Co-operative Governance					
9					Sports & Recreation					
10					Education, Skills & Information Support					

3.2.1 NATIONALLY / PROVINCIALLY DRIVEN PROJECTS

3.2.1.1 SOUTH AFRICAN NATIONAL ROADS AGENCY PROJECTS

Within the Cacadu Municipality the following SANRAL projects are planned.

All Routes: Continuous routine road maintenance projects exist over the different Routes.

N2:

Resurfacing of N2 from Elands River to Kareedouw interchange:
Length: 24km Value: R18 Million
Start Date: Mid 2011 Duration: 9 Months

N9:

Resurfacing of N9 from EC Border to Willowmore:
Length: 22km Value: R28 Million
Start Date: 2011 Duration: 6 Months

Resurfacing N9 from Willowmore to
Length: Value: R18 Million
Start Date: 2011 Duration: 6 Months

3.2.1.2 DEPARTMENT OF AGRICULTURE AND RURAL DEVELOPMENT

Municipality	***Project name***	***Project location***	***Infrastructure item***	***Enterprise***	***Assistance required***	***Budget Breakdown***	***Approval by ECLAAC***
Camdeboo	Aberdeen Mohair	Aberdeen	Fencing	Angora goats	Boundary fencing (3.2km)	R 272,000.00	Approved
Camdeboo	Aberdeen Mohair	Aberdeen	Fencing		Netting for boundary fence	R 210,000.00	Approved
Camdeboo	NieuBethesda Commonage	NieuBethesda	Fencing		Boundary fencing (5km)	R 340,000.00	Approved
Makana	Nonzaliseko Farming Co-op	Grahamstown	Fencing	Beef cattle and goats	Boundary fence (6.4km)	R 545,980.00	Approved
Makana	Salemvale Farm	Grahamstown	Fencing	Beef cattle and goats	Boundary fence (2.4km)	R 204,000.00	Approved
Makana	Salemvale Farm	Grahamstown	Fencing		Internal fence (10.46km)	R 470,700.00	Approved
Ndlambe	Gleniffer Farm	Bathurst	Fencing		Internal fence (2.6km)	R 115,020.00	Approved
Kouga	Kruiskop	Humansdorp	Fencing	Vegetable allotments	Boundary Fencing	R 260,000.00	Approved
Kouga	Umzomnye	Loerie	Fencing	Vegetables	Boundary fence	R 350,000.00	Approved
Ikwezi	Hardwood	Klipplaat	Fencing	Angora goats	Fencing	R 451,194.00	
Camdeboo	Aberdeen Mohair	Aberdeen	Stockwater	Angora goat	Installation of stockwater	R 250,000.00	Approved
Makana	Nonzaliseko Farming Co-op	Grahamstown	Stockwater	Beef	Installation of stockwater	R 285,000.00	Approved
Makana	Salemvale Farm	Grahamstown	Stockwater	Beef	Installation of stockwater	R 300,000.00	Approved
Ndlambe	Gleniffer Farm	Bathurst	Stockwater	Beef	Installation of stockwater	R 350,000.00	Approved
Ndlambe	Rockville	Bathurst	Stockwater	Beef	Installation of stockwater	R 350,000.00	Approved
SRVM	Sallie Boom	Nanaga	Stockwater	Beef	Installation of stockwater	R 290,000.00	Approved
Ndlambe	Meyers Trust	Alexandria	Stockwater		Installation of stockwater	R 300,000.00	Approved (10/11)
Makana	Inkululeko	Grahamstown	Stockwater		Installation of stockwater	R 300,000.00	Approved (10/11)
Western region	Western region boreholes	Metro & Camdeboo	Borehole / repairs	Livestock	Drilling, siting, testing boreholes	R 981,606.00	Approved
Ndlambe	Gleniiffer Farm	Bathurst	Diptank	Livestock	Renovation of dip tank, water	R 220,500.00	Approved
Camdeboo	Aberdeen Mohair	Aberdeen	Storage shed / kraals	Angora goats		R 420,000.00	Approved
Makana	Salemvale	Grahamstown	Storage shed / kraals	Beef		R 350,000.00	Approved
Ndlambe	Hlumani	Barthust	Ostrich facilities / kraals	Ostrich		R 300,000.00	Approved
Kouga	Chabe	Humansdorp	Storage shed (im-lements)	Vegetables		R 200,000.00	Approved
Cacadu	Kouga irrigation	Humansdorp	Irrigation		Upgrading irrigation system and	R 2,328,000.00	Approved
SRVM	Sallie Boom	Nanaga	Handling Facilities		Sock handling facility	R 180,000.00	Approved
Ndlambe	Hlumani	Bathurst	Handling facility		Loading ramp for ostriches	R 50,000.00	Approved
Ndlambe	Indyebo Farming Trust	Alexandria	Sprayrace dip		Sprayrace	R 220,000.00	Approved
SRVM	Welverdiend	Kirkwood	Orchard citrus sprayer		Spraying machine for orchards	R 200,000.00	Approved
Total:						**R 12,764,000.00**	

3.2.1.3 DEPARTMENT OF LOCAL GOVERNMENT AND TRADITIONAL AFFAIRS

No data provided.

3.2.1.4 DEPARTMENT OF ECONOMIC DEVELOPMENT AND ENVIRONMENTAL AFFAIRS

Social Responsibility Projects				
Program / Output	**Area/Town**	**Municipality**	**Project Name**	**Budget:**
Alien Vegetation Clearing & upgrade of ablution block	Van Stadens river to Tsitsikamma	Kouga & Koukamma	EC-Wftc van Statnds river to Tsitsikamma (08/11)	R 9 967 310.00
Beach clean-up	Tsitsikamma	Koukamma	EC-Wftc FANParks Tsitsikamma 08/11	R 7 600 000.00
Beach clean-up	Kenton-on-Sea	Ndlambe	EC-Wftc Kieskamma to Kenton-on-Sea 08/11	R 9 500 000.00
Beach clean-up	Woody Cape	Ndlambe	EC-Wftc SANParks Woody Cape (08/11)	R 8 550 000.00
Construction of 12 km gravel road	Addo	Sundays River Valley	EC Addo Poverty Relief Phase 2	R 11 379 394.00
Green & beautification of Makana	Grahamstown	Makana	EC – Makana Greening & Beautification	R 9 500 000.00
Litter picking & street furniture	Grahamstown	Makana	EC-Street Cleaning & Beautification in Grahamstown & Peddie	R 7 600 000.00
Upgrade of Grahamstown botanical garden	Grahamstown	Makana	AP1 Botanical Gradens Makana Expansion	R 19 000 000.00
Total:				**R 83 096 704.00**

3.2.1.5 DEPARTMENT OF HOUSING

No data provided.

3.2.1.6 DEPARTMENT OF RURAL DEVELOPMENT AND LAND REFORM

No data provided.

3.2.1.7 DEPARTMENT OF SOCIAL DEVELOPMENT

Program / Output	Area/Town	Municipality	Project Name	Budget:
Community Development and Research				
Women and Development	Humansdorp	Kouga	Masande WC	R 500 000.00
Women and Development	Humansdorp	Kouga	Lapumilanga WC	R 500 000.00
Women and Development	Humansdorp	Kouga	Vukaphile Agri	R 500 000.00
Women and Development	Humansdorp	Kouga	Bayahluma Sewing	R 500 000.00
Women and Development	Humansdorp	Kouga	Uzolkowethu WC	R 500 000.00
Women and Development	Graaff-Reinet	Camdeboo	Nomfuneko Feedlot	R 500 000.00
Women and Development	Grahamstown	Makana	Isiqalo Waste Manage	R 500 000.00
Women and Development	Grahamstown	Makana	Masikhuthale	R 500 000.00
Women and Development	Grahamstown	Makana	Sizisa Trading	R 500 000.00
Sub-Total				**R 4 500 000.00**
Youth Development	Humansdorp	Kouga	Sanddrift Vegetables	R 500 000.00
Youth Development	Graaff-Reinet	Camdeboo	Fresh Egg Project	R 250 000.00
Youth Development	Graaff-Reinet	Camdeboo	Siyakhele Piggery	R 500 000.00
Sub-Total				**R 1 250 000.00**

Sustainable Livelihoods	Humansdorp	Kouga	Siyahluma	R 750 000.00
Sustainable Livelihoods	Graaff-Reinet	Camdeboo	Siyazama Agro-project	R 375 000.00
Sustainable Livelihoods	Graaff-Reinet	Camdeboo	Msincedane Saamstaan	R 750 000.00
Sustainable Livelihoods	Grahamstown	Makana	Masihlume Recycling	R 375 000.00
Sub-Total				**R 2 250 000.00**
Total:				**R 8 000 000.00**

3.2.1.8 DEPARTMENT OF WATER AFFAIRS AND FORESTRY

No data provided.

3.2.1.9 DEPARTMENT OF ROADS AND TRANSPORT

No data provided.

3.2.1.10 DEPARTMENT OF HEALTH

NO	PROJECT NAME	PROGRAMME	MUNICIPALITY	OUTPUTS	OUTCOME			MAIN APPRO PRIATION	ADJUSTED APPRO PRIATION	REVISED ESTIMATE	MEDIUM TERM ESTIMATES		
					2006/ 07	2007/ 08	2008/ 09	2009/10			2010/11	2011/12	2012/13
Total upgrades and additions													
	Rehabilitation, renovations and refurbishments (R thousand)												
	Andries Vosloo Hospital building repairs											5 000 000	
	Andries Vosloo Replacement to boiler roof										250 000		
	Midland Hospital building and repairs										200 000	2 000 000	63 489
	Midland Hospital civil services											3 000 000	
	Joubertina CHC										248 432		
Total rehabilitation, renovations and refurbishments											**698 432**	**10 000 000**	**63 489**

Budget for the above mentioned projects not yet allocated to the District but already approved by head office according to B6 document – Infrastructure directorate.

SERVICES

PRIORITY SERVICE STRATEGIES	PLANNED PROJECTS
Promote integrated health awareness campaigns including 5 priority campaigns and healthy life style	✓ All 3 Sub Districts plan to do 5 priority campaigns next financial year i.e. STI/HIV, TB, Anti tobacco, Diabetes/Hypertension/Cancer, and Healthy environment for children
Integration of HCT/FP and prevention of STI through \`MAMELA\` drive	✓ Cacadu adopted \`MAMELA\` drive, in October 2010. Still in initial stages in Kouga and Makana. To be launched in Jansenville February

	2011 during STI awareness event
Reduction of malnutrition	Provide nutrition supplements for all malnourished children under 5 years, pregnant women and chronically ill
Reduction of maternal and child mortality	✓ Sub-District PMTCT awareness campaigns and community dialogues, dissemination through Mass Media, such as pamphlets, newspapers, DVDs & posters. ✓ Social mobilisation to increase family planning uptake, up to date immunisation of children and Vitamin A through monthly and quarterly catch up campaigns
Reduction of blindness in clients presenting with eye problems	✓ Low vision outreach services all 3 Sub Districts quarterly
Multi-skilled CHWs - Continue training of CHWs and career pathing Provision of home based care kits	✓ Comprehensive PHC education training for 90 CHCW`s on FP, pregnancy education, home based care and care of the elderly ✓ RTC to continue with training of CHCW`s in all Sub Districts on STI/HIV counseling.
Revitalization of infrastructure. Roll-out technology information management system to improve routine monitoring. – Tele-radiology (Proposal) for all facilities.	✓ Install networks at all TB hospitals. ✓ Upgrade network at Fort England hospital. ✓ Tele-radiology for all hospitals ✓ Implementation of the Virtual Private Network(VPN), to be rolled-out to Hospitals(Proposals submitted)
Accelerated implementation of the HIV and AIDS strategic plan and the increased focus on TB and other communicable diseases - Urgently strengthen programs against TB, MDR-TB and XDR-TB	✓ Increasing the number of accredited ARV sites by 13 SAWAS, Settlers CHC, Kareedouw and PHC clinics ✓ Integrated Community outreach programme - so that our communities access the info on comprehensive HIV/AIDS services available in the area - 1 event /Sub-Dist/Q,- Build up events towards WAD per sub district, - STI/condoms week per sub district and one main event.
To increase number of HTA sites	✓ Kouga to identify hotspots for HTA
Mobilize Leadership Structures (Governance) of society and communities to develop social compact. – Reconstitution of Clinic and Community Health Center Committees according to the 2009 policy. Hospital Boards and training and mentoring.	Train clinic committees: ❖ 15 in Makana SD ❖ 14 Camdeboo SD ❖ 14 Kouga SD Establishment and induction of hospital boards of previously Provincial Aided Hospitals: ❖ 1 Kouga SD(Sundays valley) ❖ 2 Camdeboo SD(Aberdeen and Willowmore)

3.3 INTERVENTIONS EMANATING FROM THE CACADU GROWTH AND DEVELOPMENT SUMMIT (APRIL 2007)

In response to the National Growth and Development Summit (NGDS) held in June 2003 and the Eastern Cape Provincial Job Summit in February 2006, the Cacadu District Municipality was mandated as one of six district municipalities in the Eastern Cape Province to host a District Growth and Development Summit in order to work towards the implementation of the National GDS and Provincial Job Summit agreements. The primary aim of the GDS is to reach a broad agreement on the development path for the district detailing how each social partner (i.e. government, business, labour and civil society) can contribute to the envisaged development trajectory.

In accordance with the above, the Cacadu District Municipality hosted its Growth and Development Summit on the 12th and 13th of April 2007 in Jeffreys Bay.

Stakeholder engagement, prior and during the summit, culminated into a Summit Agreement. Contained within the Summit Agreement are commitments from the varying social partners (i.e. government, business, labour and civil society) detailing their current contribution and envisaged future contributions to the District's envisaged development path.

The commitments contain therein align, and are accordingly categorised, to the Cacadu District's strategic pillars for economic growth as detailed within the Cacadu District Municipality's Economic Growth and Development Strategy. The strategic economic pillars are as follows:

- Economic infrastructure (includes aspects relating to the development and maintenance of infrastructure in the form of roads, water and sanitation, etc).
- Sector development (includes aspects relating to the development of the agricultural and tourism related sectors, etc).
- Human resources and skills (includes aspects relating to increasing the skills base of the District in addition to implementing measures in which to fight the HIV & Aids pandemic).
- Institutional development (includes aspects relating to capacity building initiatives with the view to improving service delivery within the District).
- Regional linkages (includes aspects relating to the formation of partnerships with strategic role players so as to advance economic development and service delivery).

CHAPTER 4: INTEGRATION

4.1 PART 1: THE CACADU DISTRICT MUNICIPALITY'S SPATIAL DEVELOPMENT FRAMEWORK (SDF)

The CDM's core function is to facilitate development within the District whilst supporting and capacitating Local Municipalities in their efforts to develop their various communities. As a principle, Local Municipalities are to function as the preferred service providers of municipal services. As such, the role of the CDM is defined as an organisation that is both supportive and facilitative in nature in terms of:

- Serving as a district wide integrated development planning authority.
- Serving as an infrastructure development agent.
- Serving as a technical and institutional capacity resource to local municipalities.

The intention of the CDM's SDF is to enhance the CDM's role as development facilitator, where the institution is able to deem developmental levels of importance, thereby allowing it to promote cross-cutting developmental aspects that contribute to the betterment of the region as a whole. Furthermore, as a primary component of the district wide IDP, the SDF of the CDM, may be defined as a management tool that seeks to:

- Ensure a collective spatial representation of the District's Vision and Objectives.
- Ensure mechanisms in which to effectively prioritise not only capital investment, but investment in the form of developmental programme areas.
- Ensure cohesive planning.

Although the SDF seeks to strive towards the District's Vision and Objectives for both urban and rural communities, it is important to note that such an aim is underpinned by two underlying fundamental principles which have an influence on where and how investment should take place, namely:

- Historical backlogs associated with engineering and service provision.
- Financial constraints associated with public spending.

Given the implications of the above, the SDF needs to recognise the consequences of such and as a result guide development in an appropriate and suitable manner.

4.1.1 PLANNING PHILOSOPHY AND COMPONENTS OF THE CDM's SDF

As the CDM faces the situation where the demands and expectations of its community and stakeholders far outweigh its resources, the CDM has to adopt a planning philosophy that seeks to identify how to appropriately allocate scarce resources, which by implication dictates that:

- The most important need is for local government to supply basic services to its entire community.
- Resources should next be allocated where they will be the most effective and the most beneficial as viewed from a District wide perspective.

This targeted approach is the cornerstone on which the SDF is developed, whilst recognising the fact that it is done so within the political mandate that currently exists.

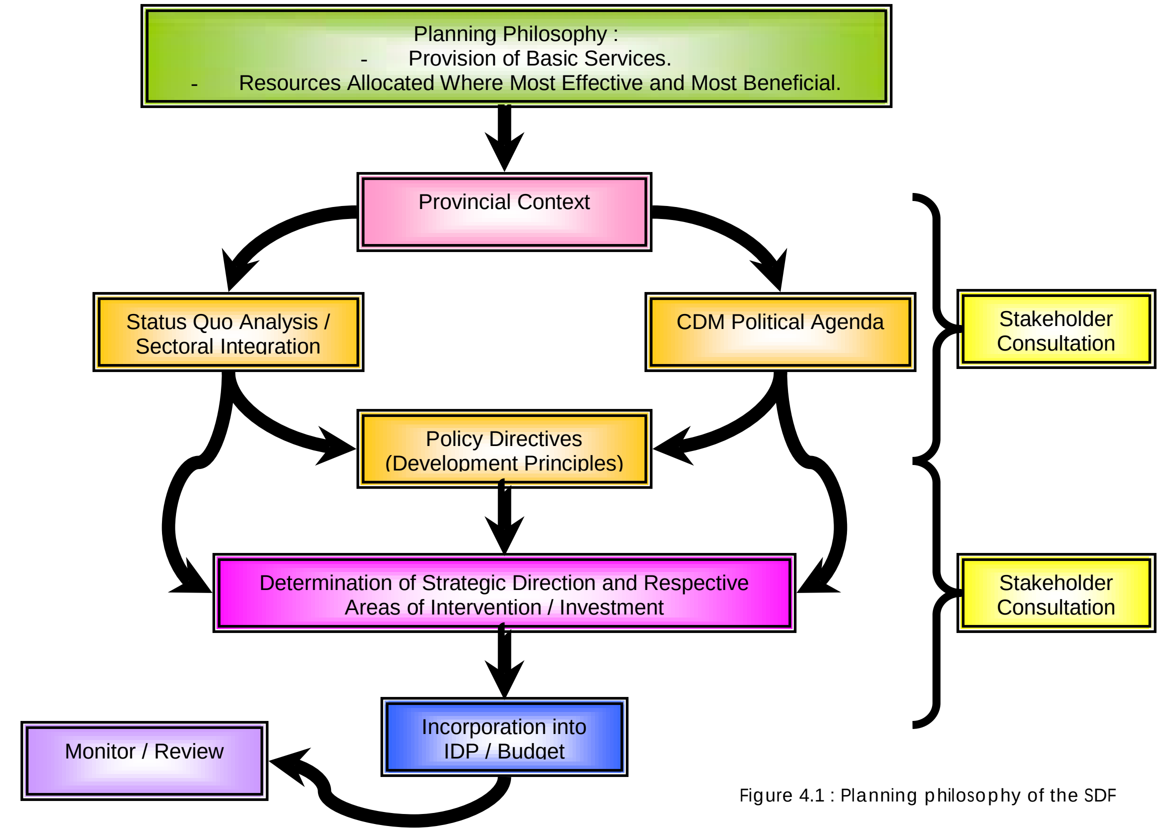


Figure 4.1 : Planning philosophy of the SDF

The CDM's SDF is essentially comprised of four components, namely :

- A contextual overview of the District in relation to structuring elements.
- Spatial policy guidelines.
- A related investment framework.
- Identified areas of strategic intervention.

Physical structuring elements shape the urban and rural form of the District and ultimately have an influence on the future form and growth. As such spatial policy guidelines are informed by the physical structuring elements. The role of spatial policy guidelines is therefore to guide and / or direct development through applicable interventions in order to achieve a sustainable urban and rural environment along with associated efficiency. The implementation of the envisaged policy guidelines is ensured through linkages with capital investment, i.e. the Investment Framework (IF), where infrastructure decision-making processes link with urban / rural management strategies and the budgeting process. The relationship between the SDF and the IF enables areas of strategic intervention to be identified, an especially crucial element considering the accepted financial constraints of public spending.

4.1.2 PROVINCIAL CONTEXT

The development and subsequent review of the SDF for the CDM needs to be developed within the context of the Eastern Cape Spatial Development Plan. The

Eastern Cape Spatial Development Plan (ECSDP), as developed by the Provincial Administration of the Eastern Cape, is intended to be a co-ordinating document that sets out a broad framework for the investment of public funding and the management of development in the Province towards the achievement of a common vision and set of objectives. As such the development of the ECSDP aims to establish clear strategic principles for the ordering of spatial development and is not intended as a prescriptive plan.

In an attempt to formulate clear strategic principles for the ordering of spatial development within the Eastern Cape, the ECSDP highlights key spatial development issues which ultimately inform the approach to managing spatial development. The premise of this approach is to ensure the optimal arrangement of settlements in space where access to services and / or resources provided in a settlement is equitably in balance with the level of services and / or resources provided there, yet also satisfies the level of demand or need amongst the surrounding rural and peri-urban population. Spatial management should therefore seek to recognise the limitations of available resources but also propose targeted and phased development in an effort to address basic needs and to create a facilitating environment for local economic development in both urban and rural contexts through:

- The focussing of investment in existing rural settlements, villages and towns on a phased basis according to available resources and development priorities.
- Reinforcing development nodes and development areas through channels of opportunity and bulk infrastructure.
- Focussing on economic up-liftment and employment creation through LED, agriculture, SMMEs and industrial programmes.

The adoption of the above-mentioned notion and strategic approach would ensure that the development of policies of investment and management is applied through three levels in order to attain significant results, these being:

- Level One: Fulfils basic human rights in the provision of basic services to both urban and rural areas, at a minimum level in terms of available resources. This would be guided by the incidence of service and infrastructure backlogs, the proximity of existing bulk services and the priorities as identified from a District Municipality's point of view.
- Level Two: Ensures the managed sector of public sector funding in urban and rural areas in order to strengthen local capacity, build on the strengths and opportunities that exist and maximises the development potential of existing infrastructure and settlements systems.
- Level 3: Involves the provision of adequate funding to strategically targeted development zones which have development potential. These will represent areas, nodes or areas of opportunity where focussed investment will attract interest from the private sector in such a way as to develop economic growth opportunities and to realise the potential that already exists.

Overall, policy should be based on equity as an ideal, such that focus on Level Three investment will not deny access to basic services to the general order.

4.1.3 CONTEXTUAL VIEW OF THE DISTRICT

The Cacadu District's development pattern is influenced by the primary structuring elements of:

- Nodal Development :
  The most significant nodal points within the district consists of the towns of Grahamstown, Graaff-Reinet, Jeffreys Bay, Humansdorp and Port Alfred.
- Settlement Patterns :
  The process of colonisation within the Eastern Cape, based on the function of urban centres as either district service or administrative centres, has resulted in a network of settlements at varying levels of urbanisation ranging from rural villages to towns servicing predominantly extensive farming areas. In addition, most urban centres are characterised by functionality based on the divisional policies of the past in the form of marginalised townships. These areas have promoted sprawl due to their peripheral location, and are subsequently compromised in the form of sustainability as inadequate linkages exist between the settlement and the core of the urban area.
- Rural Patterns of Development :
  The district of Cacadu is predominantly rural in nature as the existence of low and erratic rainfall, coupled with sparse vegetation, can only support extensive grazing on large farms. As a result the majority of the District is characterised by a small rural population living in scattered towns and settlements.
- The Prominence of the Agricultural Sector :
  The agricultural sector within the District is characterised by privately owned commercial family farms. The land uses on these farms range from extensive grazing of sheep and goats in the semi-arid Karoo, to more intensive cultivation and dairy farming in the southern coastal belt and the fertile irrigated river valleys.
- Environmental / Tourism Sector :
  The District's wide range of environmental assets is the primary catalyst behind the prevalence of the tourism industry in the District. These range from the expansive stretch of coastline to the developments of the Addo Elephant National Park and the Baviaanskloof Reserve. The District is also home to several world-class private nature reserves and five star eco-tourism lodges.

4.1.4 SPATIAL POLICY GUIDELINES

4.1.4.1 THE PROGRESSION OF PROFICIENT DEVELOPMENT

Appropriate policy formulation and the resultant implementation in accordance therewith, ultimately results in the improved functioning of any urban or rural spatial environment. Arguably, the implementation of policy directives is achieved through linkages with capital investment, where infrastructure decision-making processes link with urban / rural management strategies and the budgeting process. The critical success factor within the above-mentioned process is to ensure that there is continual long term adherence to the principles of the below mentioned policy directives and the manner in which they are employed through an Investment Framework (IF), or what may collectively be termed as a progression of proficient development.

The benefits of policy directives and the resultant implementation through an associated investment framework may not necessarily be instantaneously reflected. As the process is progressive and accordingly reviewed on an annual basis, the benefits to the varying communities, in addition to the envisaged attainment of the District's Vision, will be achieved and amplified over time as implementation is undertaken in terms of policy directives as diagrammatically represented below.

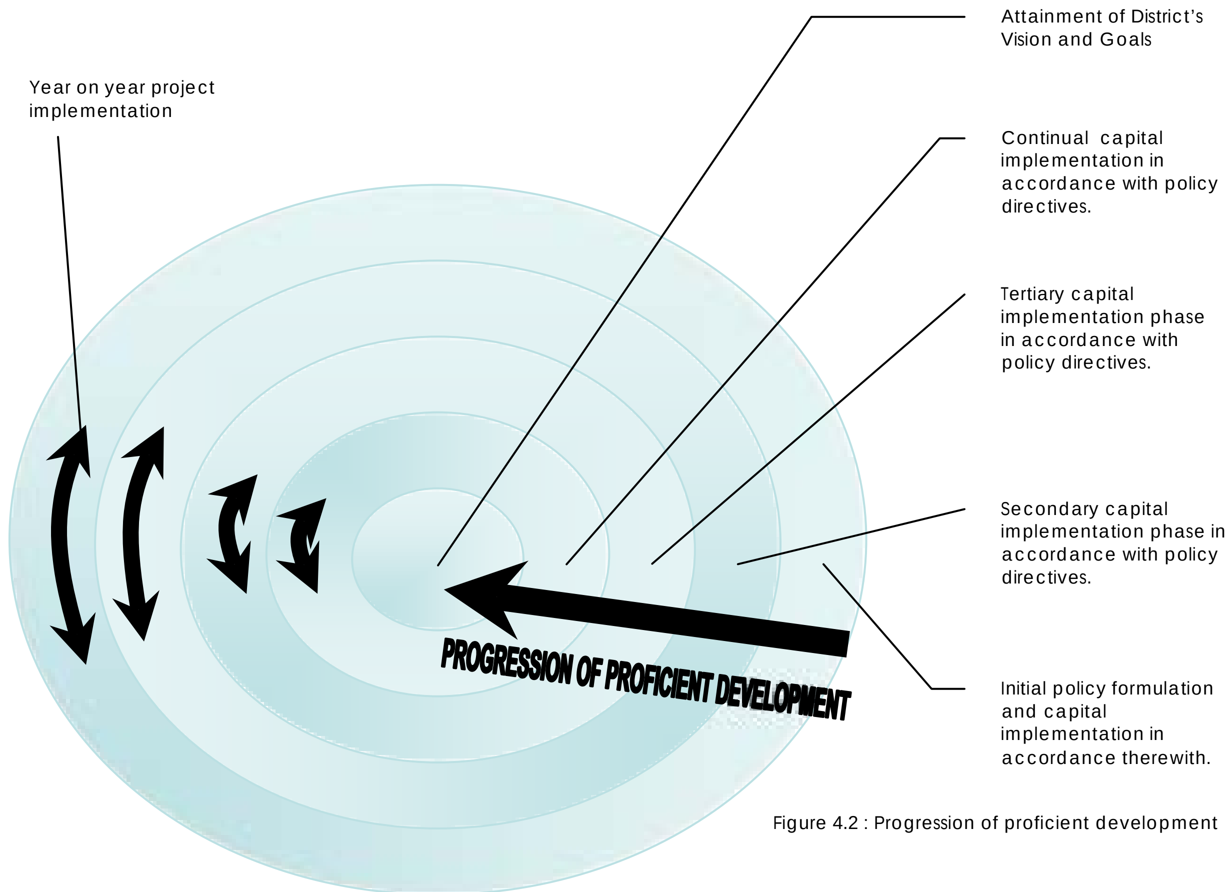


Figure 4.2 : Progression of proficient development

In essence the applied policy directives, along with the Investment Framework, which enable the progression of proficient development, dictate how and where development should be accommodated through the utilisation of available resources. The sustainability of the District is achieved through the implementation of the enabling mechanisms (policy directives) which allows for an environment that encourages a desirable urban and rural spatial form which ultimately impacts on the economy of the region and on the associated lives of the community at large.

Although the SDF along with associated policy directives and implementation mechanisms are legislatively required to be reviewed on an annual basis, the basic principles of the progression of proficient development and the resultant implementation thereof, need to be adhered to and as a result remain constant. These basic principles may be summarised as follows :

- That the progression of proficient development serve the needs of the community, encourage a desired urban and rural spatial form and contribute to the development of the regional economy.
- That a balance is struck between the fulfilment of basic needs, the maintenance of existing assets, be they infrastructural or social in nature, and the potential for future growth and development.

- That the progression of proficient development seeks to create opportunities that will facilitate economically competitive communities.

Development patterns, be they urban or rural in nature, will always be influenced by a variety of factors. While not discounting the fact that market forces play an enormous role in the shaping of development patterns, non-market factors such as that of strategic government interventions play a substantial role in the envisaged accomplishment of specific public policy goals thereby ultimately influencing the development pattern of a particular region. The progression of proficient development is therefore a process in which to influence development patterns within the context of promoting sustainability.

4.1.4.2 POLICY APPLICATION

In order to attain the District's envisaged vision, development needs to be directed and managed, through applicable policies and interventions, in order to :

- Create a sustainable urban and rural environment.
- Ensure optimal accessibility to potential developmental opportunities.
- Ensure efficiency within the Districts varying structural components.

Applicable policy directives may be grouped into three distinct categories, the aim of which is to achieve the above-mentioned goals. The three categories relate to National, Provincial and District policy directives which are invariably interlinked in their objective to attain sustainable development.

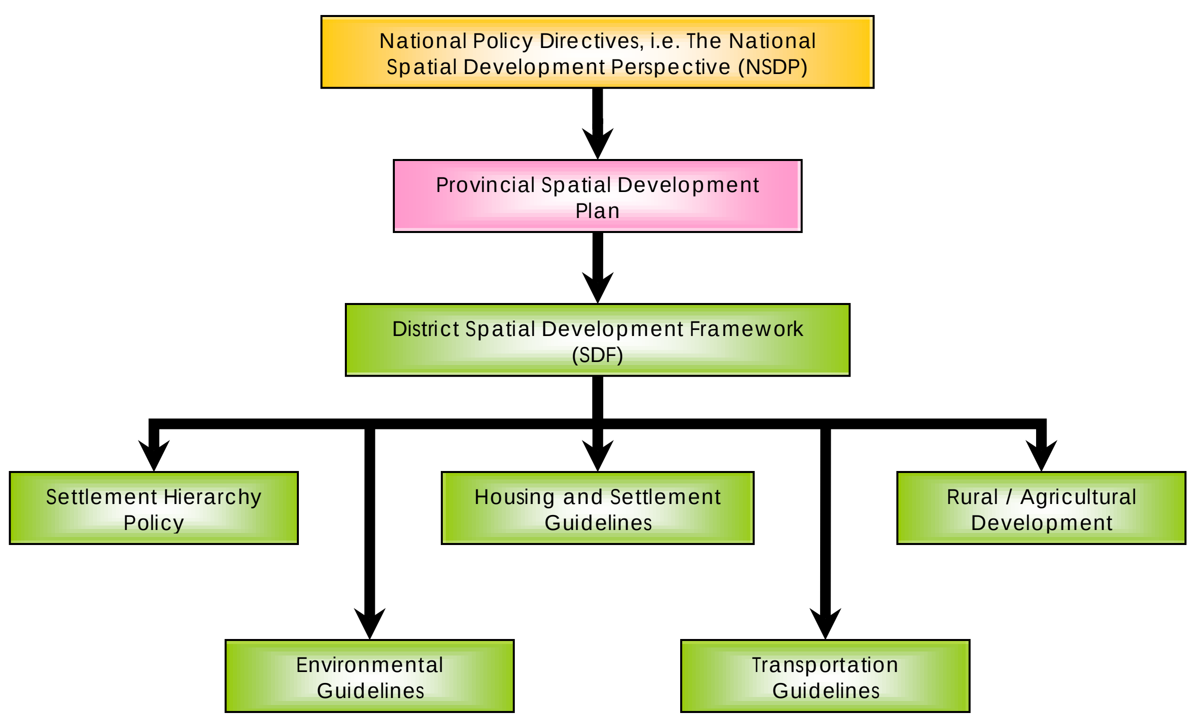


Figure 4.3 : Policy application

- National Policy Directive – The National Spatial Development Perspective (NSDP) :

The NSDP, as developed by the Office of the Presidency, is an indicative tool for development planning in government. Furthermore, the spatial guidelines as contained within the NSDP are increasingly being recognised as tools to:

- Coordinate government action and alignment.
- Maximise overall social and economic impact of government development spending.
- Provide a rigorous base for interpreting strategic direction.

- Provincial Policy Directive – Provincial Spatial Development Plan :

The Eastern Cape Spatial Development Plan (ECSDP), as developed by the Provincial Administration of the Eastern Cape, is intended to be a co-ordinating document that sets out a broad framework for the investment of public funding and the management of development in the Province towards the achievement of a common vision and set of objectives. As such the development of the ECSDP aims to establish clear strategic principles for the ordering of spatial development and is not intended as a prescriptive plan.

4.1.4.3 DISTRICT WIDE SDF POLICY DIRECTIVES

The District wide SDF policy directives consist of five primary areas of intervention that seek to achieve a sustainable urban and rural environment as viewed from a regional perspective. These strategies are inter-related and impact on one another and are listed as follows :

- The Settlement Hierarchy Policy :
  Seeks to ensure the appropriate positioning of infrastructural development which facilitates growth and development in strategic locations, whilst providing for basic needs in areas that are not of strategic importance.

- Housing and Settlement Guidelines :
  Seeks to assist decision makers, designers, community organizations and municipalities in planning various settlements with due regard to :
  - The ideal spatial structure of each level of settlement.
  - Criteria to be used to determine the best location of land uses within each settlement.
  - Steps to determine what to do in each settlement in order to promote integration, sustainability, equity and efficiency.

- Environmental Guidelines.

- Transportation Guidelines.

- Rural / Agricultural Development Guidelines :
  Where agricultural management seeks to maximise opportunities at appropriate locations.

4.1.5 NSDP ALIGNMENT

As mentioned previously, the principles of the NSDP are recognised as tools to coordinate government action and alignment, maximise overall social and economic impact of government development spending and provide a rigorous base for interpreting strategic direction. Given the importance of the principles of the NSDP, it was felt pertinent to reflect the alignment of such principles with the CDM's spatial principles and strategies through the table overleaf.

NSDP ASSUMPTIONS	NSDP PRINCIPLES	PGDP SPATIAL PRINCIPLES	CDM SPATIAL FRAMEWORK PRINCIPLES	CDM SPATIAL DEVELOPMENT STRATEGIES
• Location is critical for the poor to exploit opportunities for growth.	• In order to overcome the spatial distortions of apartheid, future settlement and economic development opportunities should be channelled into activity corridors and development nodes.	• Reinforcing development nodes and development areas through channels of opportunity and bulk infrastructure.	• A balance must be struck between the fulfilment of basic needs, the maintenance of existing assets, be they infrastructural or social in nature, and the potential for future growth and development.	• Settlement hierarchy policy • Housing and settlement guidelines.
• Poor communities concentrated around economic centres have a greater opportunity to gain from economic growth. • Areas with demonstrated economic potential provide for greater protection due to greater diversity of income sources.	• Government spending on fixed investment, beyond the constitutional obligation to provide basic services to all citizens, should be focused on localities of economic growth and / or economic potential in order to attract Private-sector investment, stimulate sustainable economic activities and / or create long-term employment opportunities.	• Spatial management should seek to recognise the limitations of available resources and propose targeted and phased development in an effort to address basic needs and to create a facilitating environment for local economic development in both urban and rural contexts.	• Proficient development must serve the needs of the community, encourage a desired urban and rural spatial form and contribute to the development of the regional economy.	• Settlement hierarchy policy. • Housing and settlement guidelines. • Rural development guidelines.
• Areas with demonstrated economic potential are most favourable for overcoming poverty. • The poor are making rational choices about relocating to areas of opportunity.	• Efforts to address past and current social inequalities should focus on people not places. In localities where there are both high levels of poverty and development potential, this could include fixed capital investment beyond basic services to exploit the potential of those localities. In localities with low development potential, government spending, beyond basic services, should focus on providing social transfers, human resource development and labour market intelligence.	• Ensure the optimal arrangement of settlements in space where access to services and / or resources provided in a settlement is equitably in balance with the level of services and / or resources provided there, yet also satisfies the level of demand or need amongst the surrounding rural and peri-urban population.	• A balance must be struck between the fulfilment of basic needs, the maintenance of existing assets, be they infrastructural or social in nature, and the potential for future growth and development.	• Settlement hierarchy policy. • Housing and settlement guidelines. • Rural development guidelines.
• Government needs to ensure that the poor are able to benefit fully from growth and employment in these areas.	• Economic growth is a prerequisite for the achievement of other policy objectives, key among which would be poverty alleviation.	• The focussing of investment in existing rural settlements & towns according to available resources & development priorities. • Focussing on economic upliftment & employment creation through LED, agriculture, SMMEs & industrial programmes.	• Proficient development must seek to create opportunities that will facilitate economically competitive communities.	• Settlement hierarchy policy. • Housing and settlement guidelines. • Environmental guidelines. • Transportation guidelines. • Rural development guidelines.

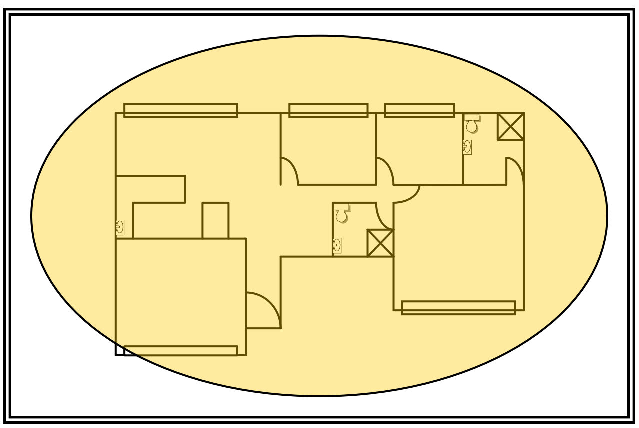
4.1.6 THE INVESTMENT FRAMEWORK

The contextual depiction pertaining to issues influencing the spatial functioning of the District along with the associated spatial policy directives, culminates into an investment framework which seeks to best address the needs of the District within the confines of the current political agenda, the existing policy directives and limited financial resources. In addition, the investment framework seeks to aid the CDM as an institution on where best to facilitate targeted strategic intervention, a key component of its function as a District wide 'development facilitator'.

4.1.6.1 AN ANALOGY

A further elaboration on the concept of an investment framework as applicable to the CDM's set of circumstances may be better illustrated by the simple analogy as detailed below.

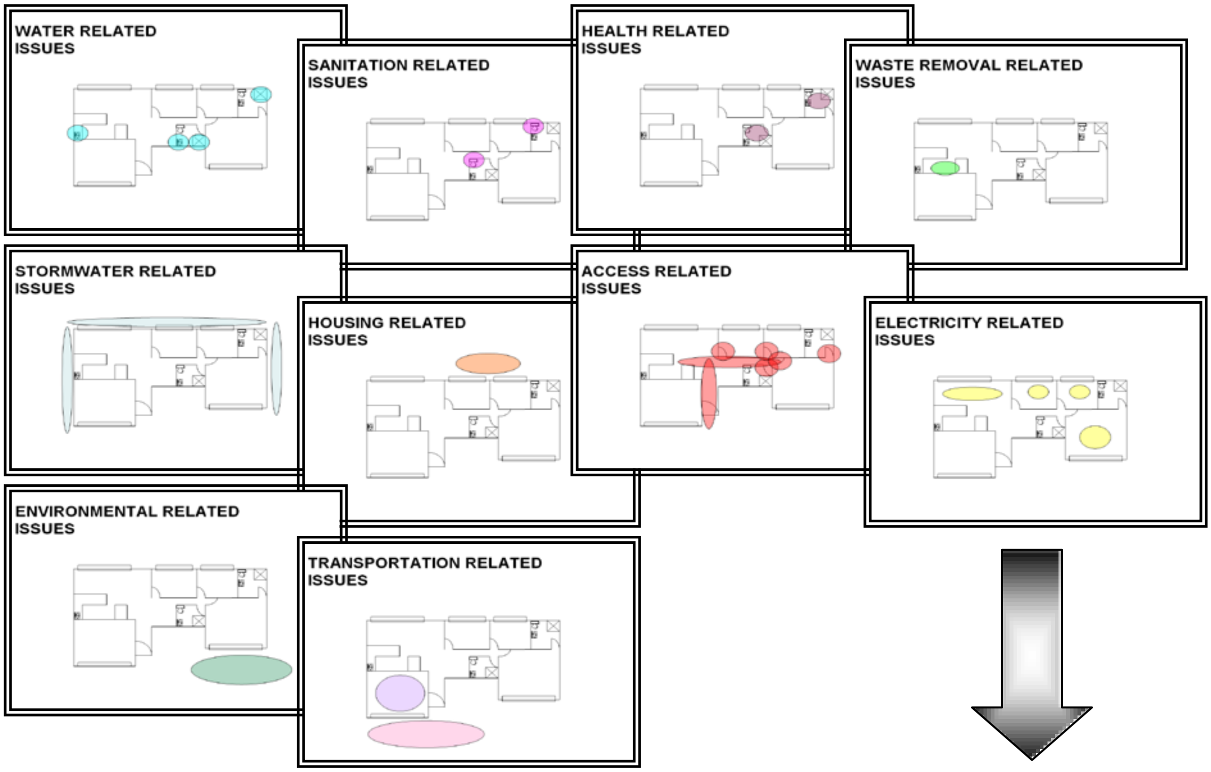
The District of Cacadu may be likened to a house, a house along with its residents, which the District Municipality has been tasked with to care for. Due to historical planning, social and infrastructural provision disparities, varying components within the house differ, namely :



- Certain components of the house have not been developed in accordance with accepted levels of service (e.g. previously disadvantaged areas within the District).
- Certain components of the house require continued maintenance if they are to continue to function effectively (e.g. established areas of acceptable levels of service).
- Certain components of the house will require future improvements if the house is to be marketable in years to come (e.g. public investment in areas of future potential economic activity).

Within the context of these three components are needs and issues relating to a cross-sector of services and functions be they water related issues, sanitation related issues, roads and transportation related issues, economic development issues, etc. When viewed collectively, the task of allocating sufficient resources from limited funding sources in order to address areas requiring intervention is a complicated and challenging task.

Given the above coupled with the responsibility as acting as custodians of the 'house', the CDM, as directed by the political mandate, needs to strategically intervene in identified areas which are deemed to be of a greater cumulative benefit as viewed from a District wide perspective.

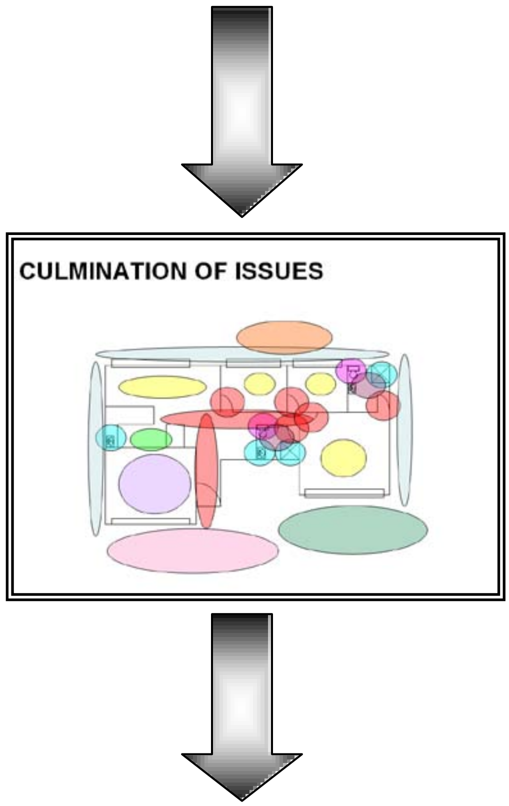


An Analogy :

A prejudicially designed 'house' (i.e. urban and rural environments based on apartheid planning) has numerous issues and needs which relate to a cross sector of services and functions such as:

- Water and sanitation issues (inadequate plumbing in the house).
- Health related issues (there are no medicine cabinets within the respective bathrooms).
- Waste removal issues (there is no bin in which to contain waste).
- Stormwater related issues (there are no gutters surrounding the house).
- Housing related issues (we would like to do extensions to the house).
- Access related issues (the passage leading to the doorways is in need of tiling).
- Electricity related issues (light bulbs are needed in all the rooms).
- Environmental issues (the garden isn't being watered).
- Transportation related issues (we've go a garage but no car).

When viewed collectively (culmination of issues) it becomes increasingly difficult to determine which issue to address and in which order especially when recognising the financial constraints that exist with regards to public spending. The implication is that as 'custodians' of the house, the CDM needs to focus on aspects that will best produce a cumulative benefit as determined by the political leadership. For example : Each bathroom in the house has numerous needs, i.e. plumbing needs to be addressed, water supply erratic, etc, however we only have sufficient financial resources to attend to one. As custodian of the 'house' one may then arguably decide to strategically invest in the guest bathroom as due to the large amount of guests we have coming to the house, it would strategically be far more beneficial to invest in the guest bathroom as far more people would gain benefit there from as opposed to the en-suite bathroom. As such one would ensure a focussed strategic approach rather than investing in a haphazard manner in different rooms across the house.



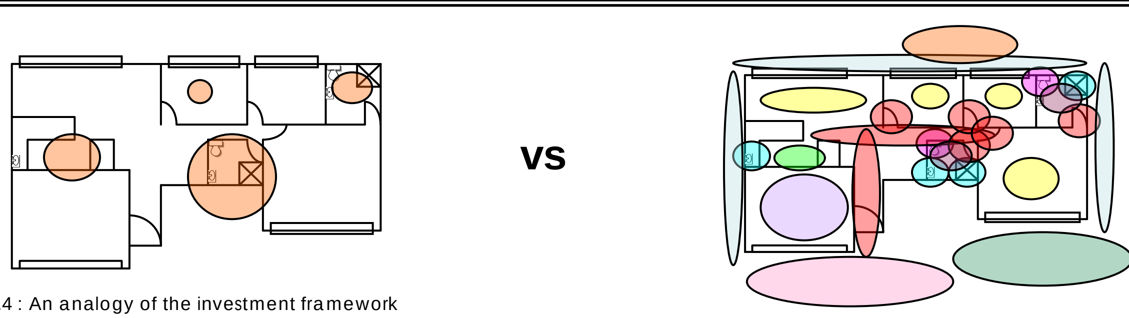


Figure 4.4 : An analogy of the investment framework

4.1.6.2 STRATEGIC FOCUS

As one of the primary components of the IDP, the SDF must seek to aid the IDP in the development of its strategic focus which will by consequence inform all planning, management, investment, development and implementation decisions. The ever evolving nature of developmental issues dictates that a municipality, within the context of the IDP / SDF review process, should annually review its strategic focus, the objectives of which are to :

- Allow the CDM's political leadership a better opportunity to review and determine the institution's strategic focus.
- Promote a better understanding across the organisation, from both a political and an official level, of issues currently facing the District in order to ensure informed strategic decision making and co-ordination.
- Identify focus areas that require activity or project based responses.
- Ensure strategic alignment as a principle and outcome.

As mentioned previously the National Spatial Development Perspective (NSDP), as developed by the Office of the Presidency, is an indicative tool for development planning in government. In order to develop functional coherent regions which are underpinned by the principles of the NSDP, the Office of the Presidency has used District and Metro areas as building blocks in which to achieve the principles as contained within the NSDP. Through the programme the following objectives were achieved :

- Developing a shared analysis & understanding of respective district and metro areas.
- Developing a shared socio-economic vision or development trajectory of respective district and metro areas.
- Laying the foundation for priority interventions and critical strategies.
- Building the institutional base for multi-stakeholder co-operation and action.

Of particular significance in developing the shared understanding of the District was the reaffirmation of the priority areas as identified by the CDM's SDF of 2006, namely :

- That the CDM facilitate the implementation of projects or programmes that will seek to benefit previously disadvantaged communities to a minimum basic level of service as stipulated by the Constitution.
- That the CDM exploit its development facilitation role within the Local Municipalities of Ikwezi (in terms of cumulative agricultural development), Kou-Kamma, Kouga and Ndlambe (in terms of the cumulative tourism and agricultural potential in addition to catering for developmental / population growth within those respective municipalities), termed as 'Current and Future Development Areas (CFDAs), as applicable to a cross sector of intervention areas, i.e. investment programmes pertaining to infrastructure provision, health care initiatives, tourism initiatives, capacity building initiatives, etc).
- That the CDM exploit its development facilitation role within those identified areas with the potential to stimulate economic growth within the District, namely:
    - Area Based Plan focus areas.
    - Grahamstown (level 3 settlement).
    - Graaff-Reinet (level 3 settlement).
    - Baviaanskloof and Addo (tourism hubs).

- That the above broad focus areas be undertaken within the confines of the policy directives as contained within the SDF, i.e. the Settlement Hierarchy Policy, etc.

4.1.6.3 CURRENT AND FUTURE DEVELOPMENT AREAS (CFDAs)

The sustainability of the District is dependant on how efficiently and effectively varying Local Municipalities, and the settlements contained within those Local Municipalities, operate in terms of relative functionality. Although all Local Municipalities within the District have relative developmental needs, certain Local Municipalities are distinct by way of one or a combination the following:

- Their potential economically competitive edge as a result of their geographical positioning.
- The accumulative need of infrastructural development to harness that economic potential.
- The accumulative need of infrastructural development to cater for projected increased population growth rates.
- Existing infrastructural needs by way of backlogs.
- Existing capacity building needs in order to properly manage the implementation of initiatives that seek to address the above needs.
- Proposed Provincial / National initiatives (i.e. Kouga Development Agency, Proposed Rural Economic Development Zone Pilot Project in Ikwezi, etc).

The CDM's political agenda coupled with both those distinctions as described and the constraints associated with public spending determines that the CDM should exploit its development facilitation role with in the Local Municipalities of Ikwezi (in terms of cumulative agricultural development), Kou-Kamma, Kouga and Ndlambe (in terms of the cumulative tourism and agricultural potential in addition to catering for developmental / population growth within those respective municipalities), termed as 'Current and Future Development Areas (CFDAs).

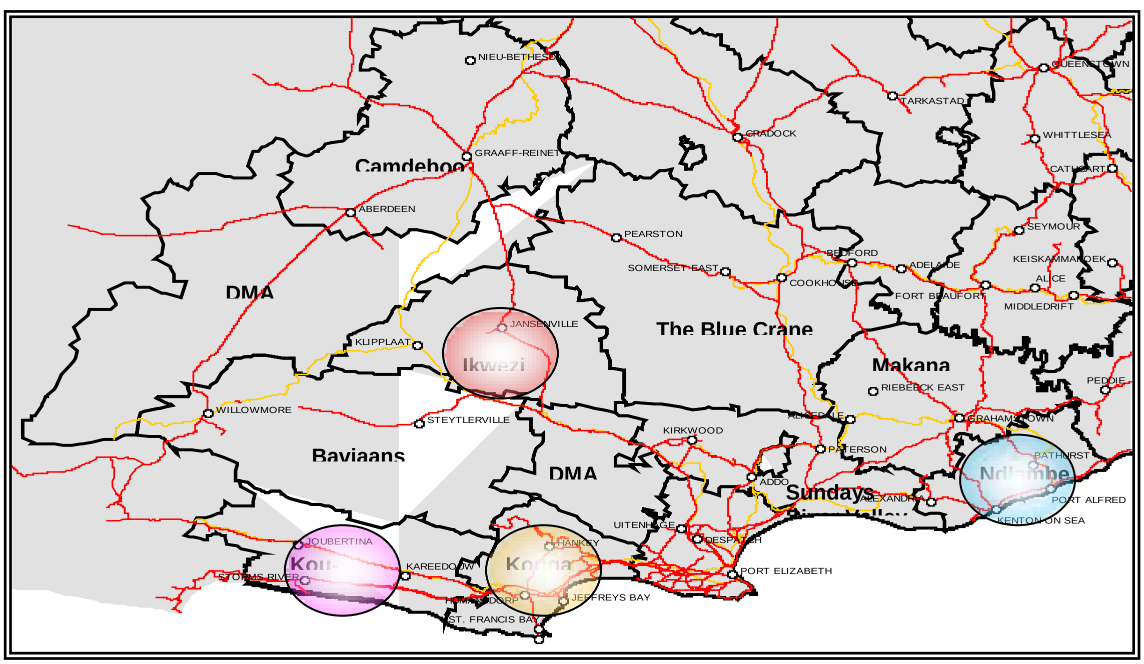


Figure 4.5 : Current & future development areas (CFDAs)

4.1.6.4 MEANS OF DETERMINING THE STRATEGIC FOCUS

The CDM as a District wide authority has the responsibility and obligation to facilitate responsible development in a sustainable manner. The District wide rural and urban environment however, due to historical factors and past planning disparities, has needs and aspirations that may in instances conflict the concept of a sustainable environment. This coupled with financial constraints associated with public spending necessitates the need to focus public sector intervention. The policy directives as contained within the SDF, particularly the settlement hierarchy policy and the housing and settlement guidelines, are tools in which to facilitate development towards the concept of sustainability.

Over and above these spatial planning tools from which to promote the concept of sustainability, strategic focus areas are identified from which to unleash potential economic potential and promote social inclusion. The rational for determining these strategic focus areas are as follows:

- The competitive advantage of an area in terms of agriculture and tourism. Agriculture and tourism being the primary economic drivers of the District.
- The accumulative need of infrastructural development to harness the development potential.
- Projected population growth rates.
- Infrastructural needs by way of backlogs.
- Building the economy and alleviating poverty through :
    - The development and maintenance of infrastructure.
    - Strengthening community structures.
    - Co-ordinating multi-sectoral activities.

As such, the geographical positioning of certain Local Municipalities within the District coupled with future potential private / public sector led interventions stipulate areas of relative need and future economic potential. The CDM as a District wide authority therefore has a responsibility to facilitate that economic potential to fruition hence the need to exploit its development facilitation role within those respective Local Municipalities.

Although the Municipal Planning and Performance Management Regulations, 2001(Government Notice 22605, 24 August 2001) state that a SDF must set out a Capital Investment Framework, the nature of the CDM’s core function as development facilitator does not solely lend itself to the implementation of capital investment, but also resource investment which seeks to fulfil the development facilitation role, hence the need to encapsulate proposed broader interventions within an investment framework, e.g. capacity building initiatives as relevant to the broad focus areas as described above. The investment framework, as based on those broad focus areas as described above, therefore attempts to co-ordinate various ‘development facilitation’ initiatives in order to facilitate an environment that is conducive to sustainable development.

4.1.6.5 DEVELOPMENT OF PROGRAMMES AND PROJECTS IN ACCORDANCE WITH THE BROAD FOCUS AREAS

The development of programmes and projects that are in accordance with the broad focus areas is affirmed through the prioritisation of programmes and projects through a simplistic prioritisation model as detailed under Section 4.3, whereby potential programmes and / or projects are scored according to their impact, influence and relevance to the primary broad focus areas. These criteria are not only applied to potential programmes and projects that the CDM may possibly undertake, but to all potential projects and programmes that may exist within the District across varying government sectors be they proposed Local Municipality initiatives, proposed Provincial Government initiatives, etc. The motivation behind such an approach is that as a District wide authority and 'development facilitator', the CDM must facilitate develop initiatives through the lobbying of various funding sources, etc that seek to benefit the District regardless of who the implementing agent is.

This cross-hierarchical government approach will seek to ensure a consolidated developmental approach in the development of the District and theoretically greatly enhance the potential attainment of those developmental needs that are contained within the broad focus areas.

The investment framework, through the prioritisation model, is a broad framework that starts to integrate cross-hierarchical government interventions that seek to address the developmental needs of the District. It is by no means holistically conclusive, but part of a progressive process to be improved upon and further enhanced through the annual review cycle. Above all one needs to acknowledge that the determination and assessment of prospective programmes, projects and action areas is largely a subjective process influenced by the political mandate that exists within the CDM.

4.1.6.6 MEANS OF PRIORITISATION

The mechanism in which the CDM attempts to prioritise its action areas is by no means a sophisticated process. The scale and enormity of a multitude of issues currently occurring within the District (e.g. from insufficient capacity and resources to the inappropriate geographical location of certain settlements) coupled with the political mandate to predominantly address previously disadvantaged areas, cannot dictate that the prioritisation of action areas be done purely on a scientific basis. As a result the CDM needs to determine from a broad perspective what the critical issues are and from thereon package those issues into appropriate development programmes.

The basis of the prioritisation mechanism is to determine prospective programme areas / projects, regardless of where the project originated from (e.g. a Local Municipality, Provincial Government, etc) that best suites the aims and objectives of the CDM by interrogating the relevance of each proposed programme / project through a list of questions, the scoring of which will reflect the CDM's priority areas in which to concentrate its development facilitation function. The scoring of a prospective programme or project is determined by the weighting attached to each question as reflected by the table overleaf. It must be stated however that such a prioritisation model does not distract from the obligation by government to provide a basic level of service to all citizens. The prioritisation model comes into effect when viewing infrastructure provision above and beyond the constitutional obligation to provide basic services to all

in the spirit of the NSDP principles. As reflected by the table below, potential programmes / projects are more favourably scored according to :

- Their impact, influence and relevance to the CDM's primary broad focus areas..
- Their compliance with the policy directives of the SDF (i.e. The Settlement Hierarchy Policy, etc).

As such broader implementation is ensured in terms of the broad focus areas and the SDF policy directives.

BASIS OF POTENTIAL PROGRAMME / PROJECT PRIORITISATION

Questions	If	Pts	Total
Filter 1 : Does the project / programme conform to policy guidelines as contained within the Spatial Development Framework (SDF) – i.e. The Settlement Hierarchy Policy, etc?	If yes proceed to filter 2, if no reject / review project / programme.		
Filter 2 : Does the project / programme seek to enhance the economic development potential within the focus areas of the CFDAs (i.e. Ndlambe, Kouga, Kou Kamma & Ikwezi)?	Y	25	
Filter 3 : If located outside the focus areas of the CFDAs, does the project or programme enhance the economic potential (be it in the form of agriculture or tourism), in relation to the spatial functioning, of Graaff-Reneit, Grahamstown, Addo Elephant National Park, the Baviaanskloof Mega Reserve, the Golden Valley agricultural belt or the Sundays River Valley agricultural belt?	Y	15	
Filter 4 : Have contracts for the Project already been signed or is it funded by a grant given specifically for that purpose?	Y	10	
Will the project aid in the development of long term job creation?	Y	9	
Will the project assist the previously disadvantaged?	Y	8	
Will the project make a significant difference to the fight against HIV / AIDS?	Y	7	
Has the feasibility of the project been investigated and found viable?	Y	6	
If the project require the district or local municipality to fund significant ongoing operational costs have these been identified?	N	-10	
Will the project facilitate future potential private sector investment?	Y	5	
Will the project have a district wide influence?	Y	4	
Will the project serve a large population?	Y	3	
Will the project directly benefit or assist target groups (youth, women, etc)?	Y	3	
Will the project sustain existing / current infrastructure?	Y	3	
Will the project advance basic service delivery?	Y	3	
Will there be negative socio-economic consequences if the project is not implemented?	Y	3	
Is the project multi-faceted i.e. will it serve more than one purpose? (One point for each purpose)	Y	3	
Will the project support small, medium and micro enterprises?	Y	3	
If the project requires the relevant local municipality to be capacitated after implementation, does the CDM or some other body have the capacity to offer that support?	N	-3	
Will the project encourage community participation / empowerment?	Y	3	
Will the project improve the skills and capacity of the Local Municipality?	Y	3	
Is the project economically viable?	Y	2	
Will the project provide for a community's social needs, i.e. multi-purpose centres, welfare, library, museum, etc?	Y	2	
Will the project improve the public transportation service?	Y	2	
Will the project be completed in a single financial year?	Y	1	
Assuming the project complies with an EIA will the project impact negatively on the environment?	Y	-1	
Is the project part of a National / Provincial initiative?	Y	1	
Total Points			

Note : Although the above means of prioritisation provides a platform from which the CDM may assess potential programmes or projects that may best seek to address the CDM's set of priorities, it does not seek to exclude those programmes or projects that are either financially committed or immediately required to be implemented from a technical perspective. Should a potential project warrant inclusion within a prioritised list of projects due to a technical need, etc, it may be done so within the process.

The graphical representation of those localities in space as defined under filter 2 and filter 3 in the prioritisation model is reflected on the map overleaf.

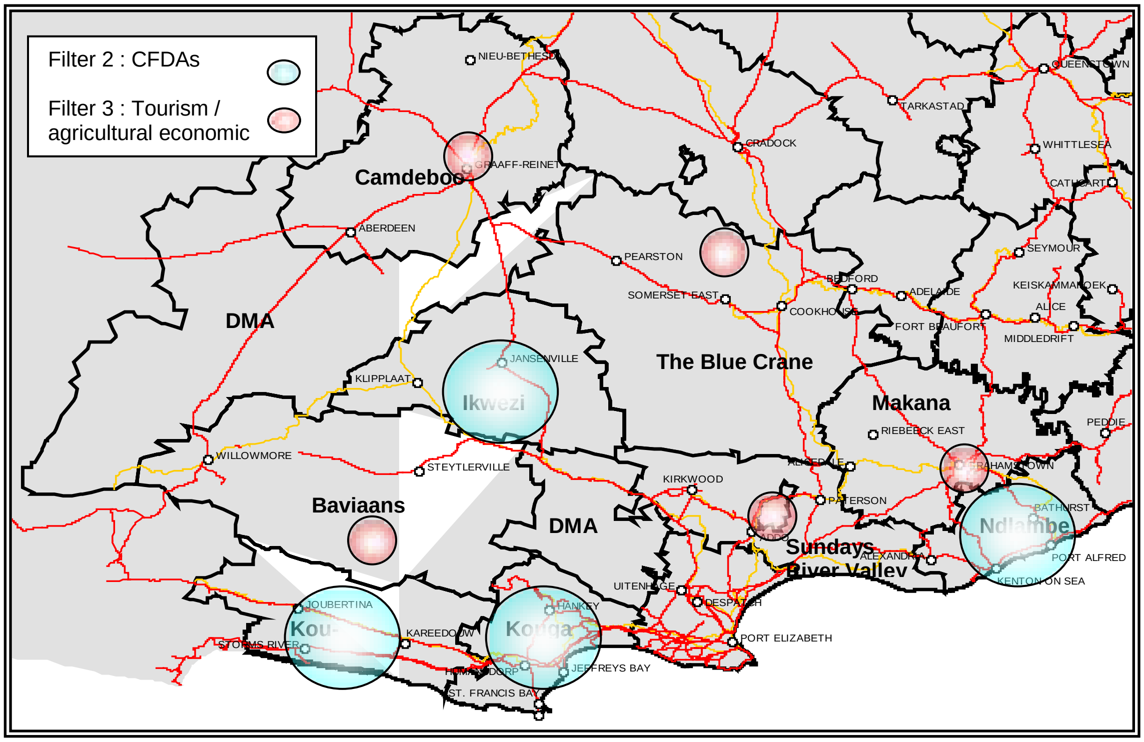


Figure 4.6 : Basis of project prioritisation

CACADU DISTRICT: SPATIALLY REPRESENTATIVE POLICY GUIDELINES

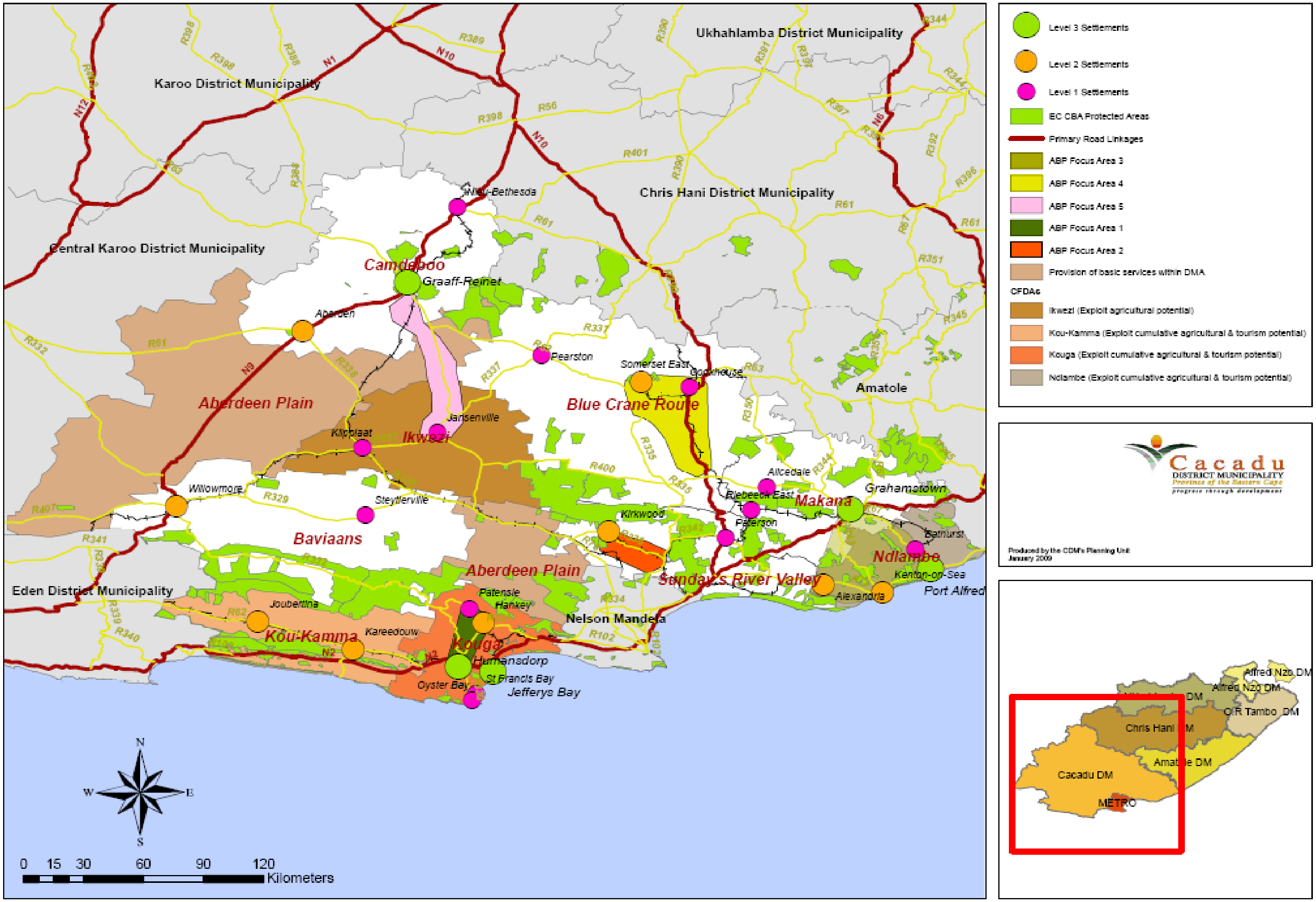


Figure 4.7 : Spatially Representative Policy Guidelines

4.2 PART 2: PERFORMANCE MANAGEMENT FRAMEWORK

4.2.1 PERFORMANCE MANAGEMENT PLAN FOR THE CDM IDP 2011/12

Performance Management in Local Government begins essentially with the need to ensure the realization of the IDP and the continued improvement in the standard of performance of the Cacadu District as a whole through the following:

- Increased accountability and transparency
- Provision of a platform for learning and development
- Facilitation of decision making through the clarification of goals and priorities
- Provision of early warning signals highlighting underperformance
- Continual assessment of the performance of the Municipality so as to assess areas requiring improvement
- Creation of a culture of performance of the Municipality amongst all officials
- Capacitation of officials at Local Municipalities within the District, to enable the entire District to benefit from the above.

The function of performance management and its use by officials thereof is regulated by the following legislation:

- The Municipal Systems Act (32/2000)
- The Municipal Planning and Performance Management Regulations (2001)
- The Municipal Finance Management Act (56/2003)
- The Municipal Performance Regulations for Municipal Managers and Managers Directly Accountable to Municipal Managers (2006)

Legislation states that key performance indicators and targets must be formulated and delegated to posts within the municipality. These indicators pin-point areas of focus for each financial year as developed through the process of public participation. Essentially they are derived both from the projects listed in the IDP and also from needs identified in the Institutional plan following hereafter. In addition to the indicators developed through the IDP process, the Municipal Planning and Performance Management Regulations also stipulate a set of national KPIs which must also be included where applicable.

Once approved, the IDP is married with the budget in a document called the Service Delivery and Budget Implementation Plan (SDBIP) which provides a workable management tool from which to operate under and monitor progress. The utilization of the SDBIP is how institutional performance management is monitored. The SDBIP is then transformed into a personalized performance management system for each and every official through the delegation of activities included in the SDBIP, and as agreed in individual performance plans. As every activity of the CDM is attached to an official who is responsible for its conclusion, one can see that institutional performance is inseparable from Individual performance. For CDM to succeed in its objectives, it depends on the performance of each employee. The SDBIP and performance plans of the Municipal Manager and Directors are published on the municipal website.

Through a system of quarterly reviews, performance of each individual is monitored to ensure that progress remains in line with what was originally planned in the IDP. The final result is fed back to the community via the annual report.

The scope of performance management is required to cover the following three areas, thus spanning all activities under the control of the Municipality:

- The Municipality as an organization and all its employees
- All entities reporting to the Municipality
- All service providers contracted by the Municipality

4.2.1.1 PRESENT SITUATION

Cacadu is monitoring the organization through the SDBIP. The Municipal Manager and his Directors through signed performance agreements and plans. In addition, all levels (thus encompassing senior management) are also being monitored and measured through signed performance plans.

The achievement of a compliant performance management system can only be a key contributing factor in ensuring that Cacadu District Municipality is adequately able to support and partner its Local Municipalities.

4.2.1.2 FUTURE IMPLEMENTATION

The next few years will see concentration on the achievement of two objectives, namely:

- Achievement of an Clean Audit Report for Performance Measures thereby proving full compliance with all requirements in terms of Performance Management.

  The above objective is being addressed in the 2010/2011 financial year and will be on-going in the next financial Year. It is envisaged that following this huge leap in the strategic governance of Cacadu, refinements will be conducted in subsequent years to ensure the system goes from strength to strength. Such refinements must include the promoted use of more ‘outcome’ indicators.

- To increase effectiveness and promote a district-wide approach to Performance Management, which will include the implementation of the CDM Automated Performance Management System at all Local Municipalities.

  A primary role of the Cacadu District Municipality is to facilitate development of the Local Municipalities within the boundaries of the District. It is the aim of the Cacadu District Municipality, that as it becomes more practiced in the field, it can in turn use this practical experience to provide hands-on support to those Municipalities requiring it. It will be an on-going development and support priority of the District Municipality until such time Local Municipalities become self-sufficient in Performance Management.

4.2.2 THE SDBIP

The table overleaf reflects the CDM’s draft SDBIP for 2011/12 which translates the development priorities, objectives and strategies into interventions in the form of projects, be they in-house interventions or otherwise. The projects contained therein are influenced by the perceived attainment of the CDM’s objectives and strategies as illustrated in the IDP Monitor as contained within Section 3. The milestones contained within the draft SDBIP 2011/12 overleaf are indicative and still needs refinement. The

final SDBIP is approved by the Mayor twenty eight days after the approval of the Budget / IDP with the applicable revised milestones. This is available from the CDM on request.

DRAFT CACADU DISTRICT MUNICIPALITY SERVICE DELIVERY & BUDGET IMPLEMENTATION PLAN 2011/12

Objective	Strategy	Project	Key Performance Indicator	Annual Target 11/12	Department	GFS	2011/12 Account Number	2011/12 Rs	Performance Milestones and Performance Redress			
									30 Sep 2011 Target	31 Dec 2011 Target	31 Mar 2012 Target	30 Jun 2012 Target
DEVELOPMENT PRIORITY 1: INFRASTRUCTURE INVESTMENT												
To Assist LMs to provide adequate potable water and adequate sanitation by 2010	To develop a comprehensive funding strategy with business plans	Maintanance to water assets in Ndlambe	Improved infrastructure maintanance to water assets in Ndlambe	% increase in infrastructure Operations and Maintenance	Planning and Infrastructure Services	Water	01 158 76131 - 7 - G60211	R 1,007,700	Gathering information	Gathering information	O & M Study Complete	N/A
To ensure that there is an adequate bulk sustainable water source in the CDM region.	To improve infrastructure asset management	Water quality for the community of Jansenville (Ikwezi)	Improved water quality for the community of Jansenville (Ikwezi)	Develop a suitable designs that will be sustainable for the provisioning of potable water to the community of Jansenville	Planning and Infrastructure Services	Water	01 158 76119 -9-G60221	R 4,000,000	Bulk Meters installed	Bulk Meters installed	Rehabilitation of reservoirs complete	Contractor on site for upgrade of water reticulation
		Sanitation for the community of Nieu-Bethesda (Camdeboo)	Improve sanitation for the community of Nieu-Bethesda (Camdeboo)	Treatment plant operational	Planning and Infrastructure Services	Water	01 158 76118	R 2,000,000	Environmental Impact Assessment lodged	Environmental Impact Assessment lodged	Contractor On Site	Treatment Plant Operational
		DMA Toilet Structures	Installation of DMA Toilet Structures	To be determined	Planning and Infrastructure Services	Planning & Development	TBA	R 1,000,000	Contratctor on Site	Contratctor on Site	Project Complete	VIP Toilets Operational
		Water quality for the community of Glenconner (DMA)	Improved water quality for the community of Glenconner (DMA)	Additional water found and treated to augment the existing supply	Planning and Infrastructure Services	Water	01 158 76121	1,500,000 (MIG Funding)	N/A	N/A	N/A	N/A
		Sanitation in Nieu-Bethesda	Improve sanitation conditions in Nieu-Bethesda	Phase 2 Complete	Planning and Infrastructure Services	Planning & Development	01 158 76134 -7-G60241	R 2,000,000	Contractor On Site	Contractor On Site	Project Complete	VIP Toilets Operational
		Alienation of DMA Settlements	Alienation of DMA Settlements	Transfer of houses for the Glenconner Community	Planning and Infrastructure Services	Planning & Development	01 157 79330	R 1,400,000	Glenconner repairs to houses complete	DMA Settelements Transferred	N/A	N/A
		Improve project planning, implementation and MIG expenditure	Improve project planning, implementation and MIG expenditure	Funds spent	Planning and Infrastructure Services	Planning & Development	01 152 78143	R 2,500,000	Projects Identified	Tender Process finalised	Monitor progress	Funds Spent
		Rietbron Solar Water Heating	Installation of Rietbron Solar Water Heating	All househsolds in the DMA Electrified	Planning and Infrastructure Services	Planning & Development	01 193 78700	R 2,000,000	Project Implementaion approved	Contrator on site	Contrator on site	Project Complete
		Rainwater Tanks in Paterson	Installation of Rainwater Tanks in Paterson	Improve service delivery	Planning and Infrastructure Services	Water	01 158 76124-8 G60261	R 4,000,000	Contrator on site	Contrator on site	Project Complete	N/A

To provide effective and sustainable infrastructural maintenance plans	To improve CDM roads condition	Somerset East Roads and Stormwater	Improvement of Somerset East Roads and Stormwater	To be determined	Planning and Infrastructure Services	Roads	TBA	R 4,300,000	Contrator on site	Contrator on site	Project Complete	N/A
		Rietbron roads & stormwater EPWP project	Rietbron roads & stormwater EPWP project. Job creation & improved access (Phase 2)	1km of internal access roads paved, and work opportunities created	Planning and Infrastructure Services	Roads	01 202 76122	R 6,559,000	Construction progresses	Construction progresses	Construction progresses	1km of road complete
	To improve housing in the LM's	Housing Transfer & Beneficiary Management	Finalisation of Housing Transfer & Beneficiary Management	500 tranfers effected	Planning and Infrastructure Services	Housing	01 157 77…..030/090/120/072/130/140/960	R 550,000	Transfers lodged	Transfers lodged	Transfers lodged	Housing transfers complete
To provide infrastructure development and service delivery support to LMs	Provide technical support to LMs	New Library in Riebeeck East	TBA	TBA	Planning and Infrastructure Services	TBA	TBA	R 850,000	To be determined	To be determined	To be determined	To be determined
		New Library in Somerset East	TBA	TBA	Planning and Infrastructure Services	TBA	TBA	R 850,000	To be determined	To be determined	To be determined	To be determined
			TBA	TBA	Planning and Infrastructure Services	TBA	TBA	R 600,000	To be determined	To be determined	To be determined	To be determined
To promote an integration between spatial planning and transportation planning to achieve sustainable human settlements	To enhance CDM Spatial Development Framework and Integrated Trans-port Plan and regulate all development in accordance with plan		Construction of Inter-City Bus Terminal	Project Complete	Planning and Infrastructure Services	Road Transport	01 154 75370	R 2,849,206	Designs approved	Contrator on site	Construction in progress	Facility complete and functional
DEVELOPMENT PRIORITY 2: CAPACITY BUILDING AND SUPPORT TO LM'S												
Maximise the potential of CDM LMs and District Municipality to effectively and efficiently deliver services to their communities	To improve effectiveness in municipal revenue generation and financial management	GAMAP/GRAP Assistance to LM's	Provision of assistance to LMs in respect to GAMAP/GRAP compliance (Financial Statements)	GRAP Tender - Service Provider Appointed. LM's sign ed SLA's Phase1	Finance & Corporate Services	Finance and Admin	105578207	R 1,000,000	Project Management - Measurement against deliverables	Project Management - Measurement against deliverables	Project Management - Measurement against deliverables	Project Management - Measurement against deliverables
		Financial Management Improvement Plan	GRAP Tender - Service Provider Appointed Phase 2	GRAP Tender - Service Provider Appointed Phase 2 - Implementation of FMIP	Finance & Corporate Services	Finance and Admin	01 028 76103	R 2,000,000	Implementation of FMIP	Implementation of FMIP	Implementation of FMIP	Implementation of FMIP
		Water quality monitoring (in conjunction with Environmental Health) for all LM's	Water quality monitoring (in conjunction with Environmental Health) for all LM's	Monitoring in accordance with DWA Database	Planning and Infrastructure Services	Water	01 192 78011	R 100,000	Quarterly statistics and proposed intervention reports	Quarterly statistics and proposed intervention reports	Quarterly statistics and proposed intervention reports	Quarterly statistics and proposed intervention reports
		Good Governance Survey (Phase 1 & 2)				Other	TBA	R 400,000	To be determined	To be determined	To be determined	
		CSIR Iniative	CSIR Iniative	Comprehensive studies with clear action plans	complete documents	Planning and Infrastructure Services	TBA	R 350,000	data collection and analysis	Project in progress	draft documents	documents complete
		Policies	To be determined	To be determined	Municipal Manager's Office	Other	TBA	R 90,000	To be determined	To be determined	To be determined	To be determined
		Roles and Responsibilities	To be determined	To be determined	Municipal Manager's Office	Other	TBA	R 200,000	To be determined	To be determined	To be determined	To be determined

To increase effectiveness and promote a district-wide approach to IDPs and performance management	To assess and enhance the use of performance management at all LMs	To provide PMS Support to Camdeboo, Ikwezi and Koukamma and actively support all other LMs with the implementation of their performance management systems	To support Camdeboo, Ikwezi and Koukamma in PMS through funding	Implementation report to Mayoral Committee	Municipal Manager's Office	Other	01 027 76077	R 482,000	PMS Support rendered to Ikwezi, Koukamma and Camdeboo and provision assistance and skills/knowledge support to other LM's as required	Finalisation of PMS Support rendered to Ikwezi, Koukamma and Camdeboo and provision assistance and skills/knowledge support to other LM's as required	Provide assistance and support to LM's as required	Provide assistance and support to LM's as required
DEVELOPMENT PRIORITY 3: ECONOMIC DEVELOPMENT													
Achieve Economic Growth by developing Strategic Sectors of the District Economy	Coordinate Trade and Investment opporttunities in the District	Trade and Investment Promotion	Establish and Sustain partnership for Economic Development	% increase in new business and partnership/linkages in the District	Economic Development	Tourism	TBA	R 1,500,000	Participate in Ren Energy Summit	Host Investor Conference	Attend One Internationa Trade Show	Convene A District Business Unity Structure
	Establishment and strengthening of municipal institutional arrangements to facilitate economic development	Establishment of the District-Wide Development Agent	Feasiblity study and Business Plan developed	Council resolve on the Establishment of the District Agent	Economic Development	Tourism	TBA	R 750,000	Appoint a service provider and conduct scoping exercise	Monitor appointment of Contractors by District completed	Presented to Mayco and District IGR for a	submit to Council for Adoption and Budget
To achieve year-on-year economic growth by developing strategic sectors in the district	Coordinate tourism development and marketing in the district	Tourism marketing and Trade Investment Promotion	Tourism marketing and Trade Investment Promotion	Marketing Strategy implemented	Economic Development	Tourism	01 400 78124	R 3,000,000	Appointmet of service provider; review of the Trade & Investment and Tourism Marketing strategy; Participation at the Getaway; Placements in at least 2 publications; Coffee Table Book printed & distributed	Participation at the WTM; Preparations and confirmation for the Indaba; Media Tour	Participation at Trade & Investment Promotion; Participation at ITB; Placements in at least 2 publications	Participate at Indaba, May 2011; Winter Campaign roll out
		Tourism Development	Tourism Development Support to Local Municipalities	5 tourism development projects supported	Economic Development	Tourism	01 400 78129	R 450,000	Invite applications and submit to Council for approval	Funded Projects implemented and funds spent according to project plan	Funded Projects implemented and funds spent according to project plan	Funded Projects implemented and funds spent according to project plan
		LTOs	Support to LTOs	5 established LTOs supported for marketing and destination branding to support project application	Economic Development	Tourism	01 400 78052	R 500,000	Invite applications and submit to Council for approval	Funded Projects implemented and funds spent according to project plan and SLA signed	Funded Projects implemented and funds spent according to project plan and Monitor	Funded Projects implemented and funds spent according to project plan and Monitor
		Nature Reserves in the District	Sustainably managed nature reserves in the District	Maintenace plan of the nature reserves adopted and implemented	Economic Development	Tourism	01 400 78126	R 500,000	Assessment report tabled and adopted	Agreements on management of the reserves finalised	Agreements on management of the reserves finalised	n/a
		Tourism Education and Awareness	Tourism Education and Awareness Programme	Enhancement of service excellence and tourism business growth	Economic Development	Tourism	01 400 78127	R 500,000	2 Funding agreements with Umziwethu & ABSA Tourism Training Programme signed	SMME Tourism Training	Selection and preparation of SMMEs for the Indaba	Selected SMMEs participating at the Indaba; Learning event - sharing best practices from the Indaba
	Promote SMME Initiatives in the District	SMME and Co-op Support	SMME and Co-op Support Programme	District-wide and structured strengthening of SMMEs & Co-ops	Economic Development	Planning & Development	01 147 78119	R 660,000	Selection of SMMEs to be supported; District Co-op Forum established	Training and funding support to selected SMMEs in partnership with SEDA; Organisation and clustering of Co-ops	Training of Co-ops in partnership with SEDA	SMME Indaba and knowlegde sharing
		Agricultural Mentoring	Agricultural Mentoring support Program	10 Emerging Farmer Projects mentored	Economic Development	Planning & Development	01 147 78188	R 700,000	To be determined	To be determined	To be determined	To be determined
		Essential Oil Initiative	Woodlands Communal Property Association's Essential Oil Initiative	Woodlands Communal Property Association producing essential oils	Economic Development	LED	01 147 76033	R 498,000	To be determined	To be determined	To be determined	To be determined
		District-wide LED Institutional Support	District-wide LED Institutional Support	LED Support Structutre (DST) established and enabled to implement the LED Framework	Economic Development	LED	01 147 78189	R 500,000	DST Structure established and LED Framework adopted; 1 x LED learning event	1 x LED learning event (still to be aligned with Thina Sinako Contract Agreement)	3 x LED learning event (still to be aligned with Thina Sinako Contract Agreement)	5 x LED learning event (still to be aligned with Thina Sinako Contract Agreement)
		Agro-processing scoping report / findings	Agro-processing scoping report / findings	Support to at least one agro-processing programme identified through agro-processing scoping	Economic Development	LED	01 147 78191	R 1,000,000	Appoint a service provider and conduct scoping exercise	Table and adopt report	Spport at least one programme	Spport at least one programme

To develop and enhance technical and life skills in line with labour market demands of the district in strategic sectors and the region at large	Partner with key players in Human Resources and skills development	Leather craft in Kleinpoort established and operational	Leather craft in Kleinpoort established and operational	Leather craft project set up	Economic Development	LED	01 147 79580	R 500, 000	To be determined	To be determined	To be determined	To be determined
		Pellet Factory	Pellet Factory established in Rietbron	Co funding agreement signed and factory set up	Economic Development	LED	01 147 78171	R 500,000	Business Plan adopted by commercial farmers committee & Council; Agreements signed	Identification of funders; Funding commitments and agreements signed;	Factory building commenced	Factory built and ready for operations
To build appropriate internal and external institutional capacity necessary to improve integration, alignment and coordination of economic development programmes	Establishment and strengthening of municipal institutional arrangements to facilitate economic development	Insitutional Review & Organisational Development (OD) Strategy	Insitutional Review & Organisational Development (OD) Strategy	LED Institutional Support to local municipalities	Economic Development	Planning & Development	Grant	R 1,300,000	To be determined	To be determined	To be determined	To be determined
	Establishment and strengthening of partnerships between the district and other institutions, including government, institutions of higher learning, donor organisations, NGO's and the private sector	SEDA	Partnership with SEDA	Rolling out SMME support with SEDA according to revised SLA	Economic Development	LED	01 147 78118	R 850,000	Adoption and signing of revised SLA	Funded Projects implemented and funds spent according SLA	Funded Projects implemented and funds spent according SLA	Funded Projects implemented and funds spent according SLA
DEVELOPMENT PRIORITY 4: COMMUNITY AND SOCIAL SERVICES												
To improve the health status of the community as per the principles of the district health system model	To maintain accessibility of PHC services	Clinics (Coldstream and Kwazamukucinga)	Revamp to Clinics (Coldstream and Kwazamukucinga)	To be determined	Planning and Infrastructure Services	Health (PHC)	TBA	R 800,000	To be determined	To be determined	To be determined	To be determined
	To assess and enhance the use of performance management at all LMs	Implementation of the CDM PMS Automated System	Implementation of the PMS Automated system in 6 LM's	Report to Mayoral Committee	Municipal Manager's Office	Other	TBA	R 400,000	Implementation of CDM Automated PMS System in 2 LM's	Implementation of CDM Automated PMS System in 2 LM's	Implementation of CDM Automated PMS System in 2 LM's	Implementation of CDM Automated PMS System in 2 LM's
	Provide technical support to LMs	Implementation of the CDM HIV and Aids Plan	Implementation of the CDM HIV and Aids Plan Priority Areas of Prevention and mainstreaming	Successful Implementation of identified priority areas	Municipal Manager's Office	Community & Social Services	01 034 78105	R 400,000	Implement Plan and capacite HIV and Aids Coordinators of the district ito Prevention, Mainstreaming, OVC's and Research in consulting with ECAC	Cascade plan to LMs and training of HIV and Aids Coordinators	Mobilization of people for HCT through various ways (door to door, radio and newspaper adverts) 5 LM	Mobilization of people for HCT through various ways (door to door, radio and newspaper adverts)
To provide effective fire fighting in the district	Capacitate LMs in Fire Services	Fire Services at selected municipalities through restoration of fire hydrants district wide	Improvement of Effective Fire Fighting at 4 Municipalities through restoration of fire hydrants	Completion of project	Planning and Infrastructure Services	Public Safety	01 113 78201	R 1,000,000	Roll-out report adopted	Project starts at 2 of the Identified Municipalities.	2 additiosioanl Municipalities' Fire Hydrants restored.	na
To ensure mainstreaming of designated groups through integrated planning in the Cacadu District	To ensure the activities of the district are guided through Policy framework	Empowerment of People with Disabilities	Empowerment of people with disabilities through linkages with various empowerment institutions	Two legacy projects for the district	Municipal Manager's Office	Community & Social Services	01 029 78810	800,000	Planning and consultation	Project implementation to be finalised	Implementation of project	Implementation of project
		Development of Youth	Development of Youth through linkages with various development institutions	Two legacy projects for the district	Municipal Manager's Office	Community & Social Services	01 029 78220	R 800,000	Consultation and hosting of youth development indaba	Implementation of legacy project	Implementation of legacy project	Impact assessment
		Women Empowerment	Women Empowerment through linkages with various women development institutions	Two legacy projects for the district	Municipal Manager's Office	Community & Social Services	01 029 78820	R 800,000	Consultation and hosting of women development indaba	Implementation of legacy project	Implementation of legacy project	Impact assessment

4.2.3 THE INSTITUTIONAL PLAN

Institutional Background to the CDM

The Cacadu District Municipality was established after abolition of the Western District Council and was associated with the creation of the Nelson Mandela Metropolitan Municipality. As a metropolitan municipality, the Nelson Mandela Municipality received all income from RSC levies collected in its area of jurisdiction; previously these were paid to the Western District Council. This resulted in a reduction of 94% in the District's RSC Levy tax base.

The reduction in RSC levy income thus removed the capacity of the District Municipality to perform the key function for which it was previously established which was to provide financing for infrastructure projects.

In the face of this, the Municipality embarked on a very substantial restructuring and downsizing exercise. The departmental structure was changed from six to three departments and the staff establishment reduced from 255 to 57 people (2002).

While this radical and decisive restructuring process has succeeded in avoiding complete financial collapse, much of the previous rationale for the existence of the District Municipality was also removed in the process.

A critical issue was the determination of the new role the District Municipality.

The CDM has developed a new business model and institutional arrangements to support its business strategy. There have been a number of strategic interventions since 2002 to ensure that the necessary institutional capacity is created to enable the municipality to provide support to local municipalities and to achieve its developmental objectives.

The Development Facilitation Role

CDM has the legal and policy mandate to undertake a development facilitation role.

The development facilitation service integrates a number of different responsibilities of the district (such as the IDP, regional spatial planning, economic development and tourism, infrastructure implementation support, local capacity building and support) to provide a more efficient, integrated and holistic service. The strategic planning/IDP process at district and local level provides a strategic framework for development to identify appropriate projects. The capacity building and implementation support functions must assist local municipalities and other role players to develop coherent project plans, implement the projects and to improve service delivery.

This is supported by a resource leveraging role where CDM:

- identifies and secures potential funding for such projects from donors, national and provincial government and private sector investors;
- facilitates the transfer of appropriate knowledge and learning regarding similar projects from elsewhere in the municipal sector; and

- identifies appropriate partner organizations or individual specialists who help deliver the project where required.

In addition, CDM fulfils a monitoring and evaluation function in regard to the IDP and other projects. This role allows it to identify appropriate support interventions at an early stage where required and to regularly review the efficacy of its policy and strategic frameworks. It will also provide a measure of comfort for funders where there are concerns regarding the capacity of the local municipality.

Local Capacity Building and Support

CDM has already done significant work in developing approaches to supporting local municipalities and building their capacity.

The CDM must therefore ensure that all national and provincial capacity building programmes active in the district are channeled through the district municipality and, if appropriate, be housed in CDM premises. This would provide a single, clear reference point and facilitate the co-ordination of local capacity building initiatives.

Review of Existing Organizational Structure

Since April 2003, there have been many changes in the internal and external environment which have impacted on the operations of the CDM. It was necessary in view of recent changes in the environment, to assess whether the existing organizational structure is still appropriate. The organizational structure is being reviewed on an ongoing basis using a set of guiding principles.

At the Strategic Planning intervention held on 31 August to 2 September 2006, the successes and challenges of the development facilitation model were debated. It was agreed that CDM's current position, its service menu and institutional arrangements must be reviewed in order to improve and maximize its service delivery impact at local municipalities.

The shifting of powers and functions from one government institution to another, changes in legislation and the changing needs of clients (LM's) continually impact on the operations of the CDM and require it to review its role, business operations, processes and its organizational structure to respond to these changes.

The CDM's current service delivery menu has been developed in terms of its new business model and legislative requirements. **The CDM has adopted a policy of appointing local municipalities as "Preferred Service Providers" which has impacted on the way it is currently organized and on its staff establishment.**

The primary role of the CDM would be that of a Development Facilitator. This role included three complementary subsidiary roles:

- **District as a district wide integrated development planning authority;**
- **District as an infrastructure development agency; and**
- **District as a technical and institutional capacity resource (capacity building and support) to local municipalities.**

These roles focused on high level planning, management, facilitation, capacity building and support rather than direct service delivery.

Development Priorities and Strategic Trust

At IDP / Budget Steering Committee meetings have resulted in the revision of the CDM's development priorities. These priorities were debated and adopted at the IDP / Budget Stakeholders Forum held on 13 December 2006. The development priorities are:

- Capacity Building and Support to LM's;
- Infrastructure Investment;
- Economic Development; and
- Provision of Community Services.

The revision of the development priorities has had a significant influence on the institutional arrangements of the municipality. A clear was identified to realign functions and to establish two new departments - Economic Development and Community Services - and to abolish the Development Facilitation and Health Services department.

Review of Organizational Structure

The capacity building and technical support for local municipalities was viewed as an important focus area and there is strong view that not enough resources and time are allocated to this function.

At various strategic planning workshops there was general agreement that unless dedicated personnel / units are established to provide support and capacity building programmes, the district municipality will not make the desired impact in the district.

Over the last three years there have been a number of changes to the organizational structure which has seen a number of functions placed under the direct control of the Municipal Manager. These include Disaster Management, PMS, Fire Fighting, PRO, HIV and Aids and Special Programmes. This has resulted in a structure where the span of control of the Municipal Manager has been increased to such an extent that it was undermining the Municipal Manager's strategic and leadership role.

The relatively small income base of the CDM prevents it from deviating significantly from the 2003 principles and policies adopted in terms of its Development Facilitation Strategy. The municipality must ensure that its payroll costs are maintained within affordable limits. To reduce risks in this regard the CDM has carefully considered its service delivery options.

To facilitate the debate regarding organizational design which is appropriate for the CDM's Development Facilitation and Capacity Building / Support business model, a proposed organizational structure has been developed based on the following principles / assumptions:

- Dedicated personnel / units to provide capacity building and support programmes to local municipalities;
- Priority focus in the design must reflect and give optimal effect to the vision, mission and the capacity building and support function;

- Appropriate organization – Form should follow function. Where it is appropriate similar related functions should be grouped;
- Clear lines of accountability including manageable span of control;
- Use of ICT – the design should exploit modern information technology to establish efficient and effective communication and information management systems;
- Flexible approach to centralization and decentralization;
- Financial sustainability – the design should be realistic in terms of CDM's financial capacity.

It was also necessary to identify operational shortcomings which include:

- Duplication of functions;
- Overlapping of functions;
- Inappropriate splitting of functions;
- Lack of operational integration;
- Streamline the span of control of the Municipal Manager to enhance integration, co-ordination, management and oversight; and
- Identify clear reporting lines.

There have been a number of major developments in the broad local government environment which have necessitated changes to the institutional arrangements to meet ever growing challenges. These include :

- The provincialisation of Primary Health Care Services;
- Inadequate discretionary revenue sources requiring cost cutting measures;
- The ongoing efforts to align the organizational structure to the business model;
- To reduce span of control in the Municipal Managers office to ensure a strategic focus in the MM's office

Initially a high level structure approved by Council on 30 May 2007 made provision for four departments namely:

- Planning and Infrastructure Services;
- Economic Development;
- Community Services; and
- Finance and Corporate Services.

The biggest threat facing the institution was the fact that the municipality was balancing its budget with interest earnings which is not sustainable. These financial constraints and issues relating to the PHC function transferred to the municipality without financial resources has forced the municipality to review previous organizational structure arrangements resulting in the Council approving the following changes on 30 January 2008:

- The functions of Performance Management, Capacity building and SPU remain in the office of the Municipal Manager;
- The function of Disaster Management be placed under the Department: Planning and Infrastructure Services;
- The function of HIV and AIDS be placed under the Administrative Unit – Health Services which falls under the Municipal Manager;

- The function of Public Relations be placed under the Department: Finance and Corporate Services.

All existing posts attached to abolished departments have been transferred to the new department or existing departments.

The Revised Organizational Structure and changes are detailed below:

Municipal Manager
The PRO function is transferred to Corporate Services Division of the Department: Finance and Corporate Services. The Disaster Management and Fire Fighting Services functions are transferred to the Department: Infrastructure Services and Planning. The functions of Capacity Building and Support and Performance Management Systems, HIV and Aids and Special Programmes will remain in the office of the Municipal Manager.

Health Services Administrative Unit
Schedule 4 of the Constitution of the Republic of South Africa, Act No. 18 of 1996, accorded Primary Health Care Services to the Province as an area of exclusive provincial competency. The National Health Council resolved in line with the National Health Act of 2003, that the Primary Health Care services performed by various Municipalities within the Eastern Cape Province must revert to the Department of Health (ECDoH). The National Health Council resolution was effectively implemented in Cacadu District on 01 January 2011. All eight (8) Local Municipalities in Cacadu District area including Cacadu District Municipality entered into Transfer Agreements with ECDoH to transfer the Primary Health Care Services with effect 01 January 2011

Department: Infrastructure Services and Planning
The provision of Infrastructure and Housing will always be an important function of any municipality. The infrastructure grant funding sources such as RSC Levies, NMMM and MIG have almost been exhausted. The future functions of the department will to a large extent be dependent on the availability of new sources of finance. However, there has been a planned and structured shift to a technical support and capacity building role. It has been decided to centralize all Strategic and Spatial Development Planning activities in the Directorate Infrastructure Services and Planning. In future personnel performing all functions relating to the Integrated Development Planning, IDP Support to local municipalities and Spatial Development will report to the Director: Infrastructure Services and Planning.

Department: Economic Development
The growing importance and responsibility of municipalities to create an enabling environment for economic development to flourish is recognized. Hence, a new department of Economic Development has been established. With the establishment of the Directorate: Economic Development, centralization of the planning and IDP support functions in the Directorate: Infrastructure Services and Planning and transfer of Capacity Building and Support to the Municipal Manager's office, the Directorate Development Facilitation was disestablished.

Department: Finance and Corporate Services
The department provides support services and its size, functions and services are dependent on the needs of its clients. The shifting of functions including Health Services will impact on the department's services. The support services will have to be aligned to the needs of the line departments.

The basic business units / sections and the majority of business processes will continue uninterrupted. It will be necessary to establish the high level structure first and thereafter the placement of activities / services and processes to be placed under departments can be reviewed.

Teamwork and Networking

The debates and discussions regarding appropriate institutional arrangements are based on organizational development principles and best practice to improve performance focused on the need to align functions. A hierarchical structure with elements of teamwork and effective networking will be introduced to facilitate creativity and flexibility. Research has established that teams which are committed to a common purpose and performance targets and which accept joint responsibility and accountability play an important role in achieving organizational goals and strategic objectives. Such teamwork can break down barriers to effective performance such as working in silos (departments). In future teams will be established to deal with cross cutting functions, issues and projects.

Human Resources Requirements

Given its current staff size and structure, the CDM has amended its organogram to ensure that the organisation has the required human resources capacity to cope with all its new focus and functions. The need for this became particularly apparent once the IDP projects had been formulated. At the same time, it is necessary to consider the cost implications. It is important that the CDM ensures that it can both afford and justify the additional personnel costs. The CDM has therefore undertaken to explore all possible avenues that will ensure delivery through creative and innovative means.

Skills Development Plan

The objectives of the Skills Development Plan are to train and build capacity among the staff of the CDM. The CDM acknowledges that the continuous growth and development of its staff is fundamental to its future success as an organization. Whilst most of the current staff complement is new to the sphere of local government, it is important to note that most of these new recruits are young, enthusiastic and willing to learn. As may be seen in the project template on Effective Local Governance, provision is made for the training of the internal staff. Furthermore, a ‘Knowledge Resource Centre’ - reflected on the same project template - will provide the staff with on-site access to knowledge and information to empower them and to build their capacity. It is clear that the CDM is serious about staff development and it is dedicated to the development of a culture of learning within the institution.

Employment Equity Plan

The CDM has formulated an Employment Equity Plan, which includes the personnel development and training policy. This plan will be revised as circumstances require. The gender component that is outlined in the Integrated Poverty Reduction and Gender Equity Programme highlights the CDM’s concern with the employment of women. This is part of its commitment to rectify the imbalances of the past. The CDM’s current organizational structure reflects its commitment to employment equity and placing women in strategic positions.

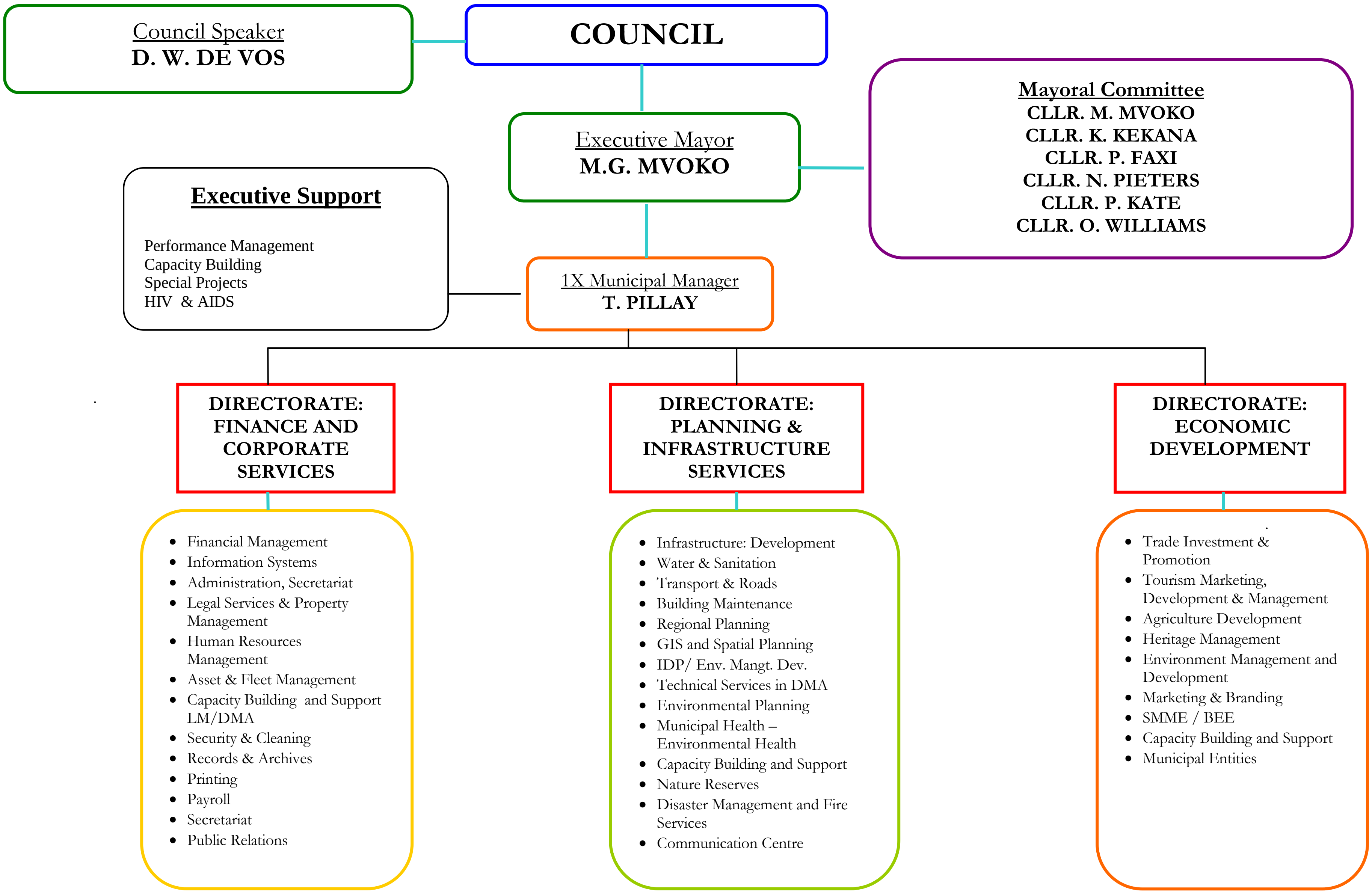


Figure 4.8 : Overall organisation structure

4.2.4 THE FINANCIAL PLAN

Details of Cacadu District Municipality's three year Financial Plan is laid out in its budget document. Rather than repeat issues which are dealt with in depth in the Budget, this commentary will deal with the broad principles of that plan. A high level summary of the three year plan is set out in the tables below.

OPERATING BUDGET 1 JULY 2011 TO 30 JUNE 2014
REVENUE AND EXPENDITURE BY VOTE

Vote Description	Current Year 2010/11			2011/14 Medium Term Revenue & Expenditure Framework		
R thousand	Original Budget	Adjusted Budget	Full Year Budget	Budget Year 2011/12	Budget Year +1 2012/13	Budget Year +2 2013/14
Revenue by Vote						
Executive and Council	8 276	17 602	17 105	20 621	12 503	13 069
Finance and Corporate Services	102 267	102 267	94 369	94 982	93 054	97 716
Planning and Development	19 300	28 544	16 479	23 235	8 800	8 800
Health	49 443	25 679	24 782	1 365	359	399
Community and Social Services	201	6 539	3 201	10 132	6 794	7 168
Housing	2 935	3 495	2 086	1 950	-	-
Public Safety	9 951	13 851	13 353	13 176	1 001	1 001
Sport and Recreation	899	899	899	-	-	-
Waste Management	95	1 283	290	1 000	-	-
Roads	8 363	71 347	64 197	7 159	11	11
Water	72 070	49 825	30 604	16 208	-	-
Electricity	2 000	2 000	1 000	1 000	-	-
Other	-	1 422	1 872	950	500	550
Total Revenue by Vote	**275 800**	**324 753**	**270 236**	**191 778**	**123 022**	**128 715**
Expenditure by Vote to Be appropriated						
Executive and Council	48 586	57 946	42 575	50 781	48 288	50 565
Finance and Corporate Services	31 739	31 739	30 759	36 021	30 324	31 862
Planning and Development	24 416	33 664	26 909	29 434	14 970	15 293
Health	58 040	34 276	33 200	10 448	10 054	10 727
Community and social Services	201	6 539	3 201	10 132	6 794	7 168
Housing	3 483	4 043	2 630	2 295	365	383
Public Safety	14 417	18 314	18 558	18 579	7 708	7 983
Sport and Recreation	1 599	1 599	1 599	500	500	500
Waste Management	20	1 207	202	1 000	-	-
Roads	10 436	73 420	65 624	8 246	1 151	1 219
Water	72 975	50 730	31 235	17 165	1 014	1 065
Electricity	2 034	2 034	1 020	1 000	-	-
Other	7 855	9 242	7 514	6 177	1 843	1 950
Total Expenditure by Vote	**275 800**	**324 753**	**265 027**	**191 778**	**123 022**	**128 715**
Surplus/(Deficit) for the year	**0**	**0**	**5 209**	**0**	**0**	**0**

Draft 2011/2012 Operating Budget

Operating Budget 1 July 2011 TO 30 July 2014

REVENUE BY SOURCE AND EXPENDITUE BY TYPE

Description	Current Year 2010/2011			2010/11 Medium Term Revenue & Expenditure Framework		
R thousand	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2010/11	Budget Year +1 2011/12	Budget Year +2 2012/13
Revenue By Source						
Property rates	365	365	367	-	-	-
Service charges – water revenue	180	180	185	-	-	-
Service charges – Sanitation revenue	-	-	-	-	-	-
Service charges – refuse Revenue	23	23	25	-	-	-
Service charges – other	17	17	7	-	-	-
Rental of facilities and Equipment	969	969	977	1 073	1 138	1 195
Interest earned – external Investment	24 865	24 865	20 749	18 930	17 660	19 486
Interest earned – Outstanding debtors	-	-	-	-	-	-
Agency services	33	33	35	30	30	30
Transfers recognised – Operational	211 077	248 247	214 596	125 385	88 760	92 341
Other revenue	41 873	53 656	36 897	46 360	15 435	15 663
Gains on disposal of PPE	-	-	-	-	-	-
Total Revenue (excluding Capital transfers and Contributions	**279 402**	**328 354**	**273 838**	**191 778**	**123 022**	**128 715**
Expenditure by Type						
Employee related costs	38 317	38 317	31 192	37 792	40 072	42 083
Remuneration of Councillors	5 065	5 065	4 684	6 040	6 402	6 723
Debt impairment	1 100	1 100	700	250	270	290
Depreciation & asset Impairment	1 487	1 487	1 100	1 031	1 087	1 143
Finance Charges	-	-	-	-	-	-
Bulk purchases	15	15	13	-	-	-
Other materials	-	-	-	-	-	-
Contracted services	3 640	3 640	3 674	3 697	4 059	4 358
Transfers and grants	148 157	186 626	155 103	63 368	24 025	24 453
Other expenditure	81 622	92 105	72 164	79 601	47 106	48 666
Loss on disposal of PPE	-	-	-	-	-	-
Total Expenditure	**279 402**	**328 354**	**268 628**	**191 778**	**123 022**	**128 715**
Surplus/(Deficit) for the year	**-**	**-**	**5 209**	**-**	**-**	**-**

Draft 2011/2012 Capital Budget

Capital budget 1 July 2011 to 30 June 2014

Narration	2011/2012	2012/2013	2013/2014
Funding Source			
Accumulated Surplus	6 552	-	-
Total	6 552	-	-
Asset Type			
Other motor vehicles	400	-	-
Plant & equipment	-	-	-
Office equipment	3 802	-	-
Buildings	2 350	-	-
Total	6 552	-	-

Discretionary Revenue and Funding Options

Since 2002, the CDM has struggled to perform its legal mandate due to the fact that it had its tax base significantly reduced. With the abolition of RSC levies, it is now totally dependent on national government grants to finance its operating expenditure. Since 2002, in spite of limited revenue base, additional functions such as fire fighting services, environmental health as well as onerous legislative compliance requirements have placed enormous demands on the institution. This has led to an increase in its staff establishment and payroll costs to respond to the additional responsibilities.

In order to respond to these challenges the municipality had to adopt a pragmatic approach to ensure that it is able to continue providing services and adding value in the district. Over a number of years it has been able to maintain reserve funds (Capital Replacement Reserve), which have recently been transferred to the accumulated surplus account which is fully funded. It has only been possible to maintain service standards through the use of interest earned on investments to finance operating expenditure.

Although there are concerns that this financing methodology is not sustainable in the long term, the municipality has no other funding option at this stage in its history. It is obvious that the municipality would be ineffective if it had to reduce its expenditure and its staff establishment to available discretionary resources excluding interest income.

National Treasury has advised that it will continue to compensate district municipalities through the RSC levy replacement grant.

Reforms will however be made to the Levy Replacement Grant in future to make it more reflective of the extent of service delivery responsibilities of the municipality rather than historical RSC levy collection rates. This is very good news for the Cacadu District, as grants to the municipality have been calculated on an inaccurate baseline amount.

Revisions to the local government fiscal framework are being considered, including determining appropriate funding for district municipalities which will be informed by the outcomes of the DPLG White Paper policy review.

Until that process has been finalized, it is evident that the current funding approach will have to be maintained to ensure that service provision is not disrupted or compromised. It is however incumbent on the management and political representatives to ensure that the utilization of unsustainable revenue sources to finance operating expenditure is undertaken in a responsible manner and that a capping is placed on the utilization of these resources to finance infrastructure projects until a clearer picture emerges of future district municipality's revenue sources.

Measures to Reduce Dependence on Non-Sustainable Discretionary Income

It is evident that the dependence on interest income and contributions from the accumulated surplus has increased since 2004/2005 financial year. This is mainly due to increased operating costs and the fact that infrastructure projects and other programmes are being funded from own discretionary resources.

It has already been stated that CDM is unable to introduce new sources of revenue or to generate additional income from existing sustainable discretionary resources.

This means that if the municipality wishes to continue providing existing services at current levels it must continue to utilize interest income until a clearer picture emerges from the White Paper Process regarding future role and function and revenue sources.

It is difficult to predict how long the White Paper Process will take or how long it will be before the new revenue sources of district municipalities are finalized. In view of these uncertainties it will not be prudent to continue utilizing own sources to finance infrastructure projects and to deplete the accumulated surplus in the medium term as it provides a significant amount of non-sustainable discretionary resources which is vital for sustaining current service levels.

There is no doubt that the spending of conditional grants is gaining momentum and that interest from this source and reduced interest rates will significantly decrease interest earnings in the medium term. It was necessary to undertake financial modelling exercises in an effort to establish the impact of these unfolding trends.

Financial Sustainability Assessment – Impact on accumulated Surplus Account and Interest Earnings

Since the first financial sustainability assessment report that was tabled in Council on 26 August 2009 there have been ongoing debates on how CDM with its limited discretionary revenue sources should achieve its development objectives without negatively affecting the long term financial sustainability of the CDM.

The Financial Sustainability Report tabled in Council in 2009 highlighted the risks of utilizing the accumulated surplus to finance infrastructure projects in the District. It was evident that the CDM had adopted a pragmatic approach and that it was using the interest earned on the accumulated surplus and investments in respect of provisions and grant funding to finance its operating expenditure.

Based on the spending patterns which included financing of infrastructure projects from the accumulated surplus, it was estimated that the Municipality would experience a cash crisis in the 2012/2013 financial year unless it drastically reduces its infrastructure project expenditure. Based on the findings detailed in the financial sustainability report, the Council adopted the following resolutions on 26 August 2009.

(a) that the objectives of the CDM's business model be revisited to ensure that the Municipality is still applying the principles adopted;

(b) that an efficiency drive be undertaken to reduce unnecessary or wasteful expenditure and that a task team be established to monitor the process;

(c) that own funds, including contributions from the accumulated surplus and interest earnings, not be utilised to finance infrastructure projects in local Municipality areas until greater clarity of the role and financing of the district municipalities is provided in the White Paper;

(d) that no new posts be created until the 2010/2011 budget and IDP review;

(e) that the payroll costs as a percentage of total expenditure (excluding projects) be monitored.

At a subsequent meeting held on 25 November 2009 and as a result of basic infrastructure needs and growing demands to finance its own functions such as fire fighting services and increase fire expenditures the Council rescinded its decision (resolution C). Since then the infrastructure spending from own funds included contributions from the accumulated surplus. Until the 2009/2010 financial year the CDM was able to limit the contributions from the accumulated surplus to finance infrastructure projects due to the following factors:

- The discretionary revenue (Levy Replacement grant, equitable share, interest on investments) was sufficient to finance operating expenditure. This meant that the unspent balance of the discretionary revenue could be utilized to finance infrastructure projects;

- Interest on investments over the financial years 2002/2003 – 2007/2008 was significantly higher than current interest rates which have decreased below 6,0% per annum;

- Other income in the initial years (since 2002/2003 – 2007/2008) exceeded the budget as RSC levies collected by the NMBM were higher than estimates; and

- Slow expenditure on projects financed from own funding.

These were the main reasons that the accumulated surplus was not utilized annually until the 2009/2010 financial year when, for the first time, an amount of R11,7 million was utilized to balance the operating account which was due mainly to infrastructure projects which were financed from own funds.

To illustrate the above, a summary of the operating income and expenditure for the 2009/2010 financial year is detailed below:

Statement of Financial Performance		
Figures in Rand	2010	2009
Revenue		
Rental income	991,168	868,309
Tariffs and charges	239,970	226,782
Property rates	174,301	30,869
	1,405,439	**1,125,960**
Other income		
Investment interest	30,818,431	42,961,352
Income from agency services	29,698	27,193
Government grants & subsidies	217,620,103	138,319,048
Equitable Share Plus Levy Replacement Grant	63,645,546	57,438,471
Other revenue	2,601,361	4,461,806
Reduction in provision for debt impairment	1,539,342	-
Fair value adjustments	-	9,694,500
	316,254,481	**252,902,370**
Operating expenses		
Employee costs	34,966,961	32,031,001
Contribution to bad debt provision	-	1,555,518
Bad debts written off	-	1,423,769
Collection costs	25,449	119,130
Depreciation	1,927,195	2,455,438
Repairs and maintenance	952,239	1,033,339
Bulk purchases	12,621	12,621
Contracted services	3,173,393	3,115,212
Conditional grant expenditure	211,688,220	126,611,263
Other grants and subsidies paid	9,145,586	8,893,194
General expenses – other	56,291,279	44,443,815
Discounting of post employment medical benefit	5,695,008	5,472,548
Loss on donation of assets	2,099,003	1,506,513
Actuarial loss on post employment medical benefit	1,564,301	-
Impairment	175,351	283,035
	327,716,606	**228,956,396**
Finance costs	(109,968)	(152,155)
Fair value adjustments	(712,500)	-
Deficit from equity accounted investments	(800,000)	(550,000)
	(1,622,468)	**(702,155)**
Surplus/ (Deficit) for the year	**(11,679,154)**	**24,369,779**

The following is evident:

At the end of the 2009/2010 financial year the payroll costs were 10,7% of total expenditure but 45.0% of the Municipality's discretionary revenue. The total expenditure, excluding conditional grant funding expenditure, amounted to R106 million. This means that in order to balance the operating expenditure including projects funded from own resources, investment income amounting to R30,8 million plus a contribution from the

accumulated surplus amounting to R11,6 million, had to be used to finance the deficit on the operating account.

It is therefore critical that the current practice of redistributing non sustainable discretionary resources to finance infrastructure projects be revisited.

A medium term financial model based on the 2010/2011 Operating Budget provided some insight on what will happen in the medium term should current expenditure trends continue. The assumptions that were made are:

- that payroll cost will increase at 6% pa;
- that other operating expenditure will increase by 10% pa;
- that project expenditure for 2011/2012 will amount to R38.8million and the outer years will remain constant at about R30m pa; and
- that interest earned on investments will decrease as follows from the 2009/2010 financial year:

	%
2010/2011	6
2011/2012	6
2012/2013	6
2013/2014	6

It is evident based on the above assumptions and current expenditure trends that the use of the accumulated surplus to finance infrastructure projects will have the following impact:

- interest income will be drastically reduced in the medium term;
- the accumulated surplus will be depleted in the medium term; and
- by 2013/2014 financial year there will be inadequate revenue sources to balance the budget.

It is also evident that the municipality will have to undertake a drastic downsizing exercise unless additional revenue sources are available to the municipality in 2013/2014. It is therefore suggested that the current budget financing practice whereby interest earnings are utilized to finance operating expenditure continue in the short term and be combined with cost cutting exercises. The review of policies which involve the financing of infrastructure projects with contributions from the accumulated surplus is also considered necessary.

Other Risks on the Radar Screen

It is also important to place other financial risks on the radar screen which could worsen the municipality's financial position:

These include:

- Reduction of equitable share and MIG Funds as a result of the transfer of DMA Areas to local municipalities.
- Demands for additional revenue allocation in respect of EHS and Fire Fighting services;
- Staff retention policies resulting in higher payroll costs.

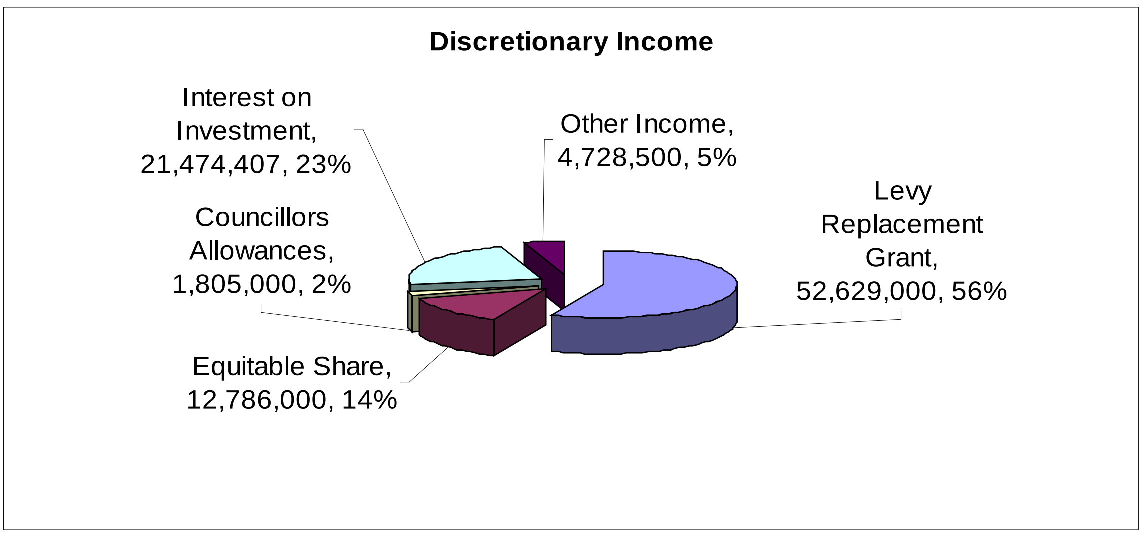
REVENUE

CDM has very few significant sources of discretionary or sustainable revenue. In addition to this fact, there are a few areas of particular concern to the municipality:

- Interest Earnings;
- Equitable Share;
- Municipal Infrastructure Grant;
- Levy replacement Grant;
- The establishment of regional electricity distributors (RED's);
- Donor funding; and
- Implementation of the Local Government: Municipal Property Rates Act.

The Pie Chart below indicates all the discretionary revenue sources utilized to fund the 2011/2012 operating budget.

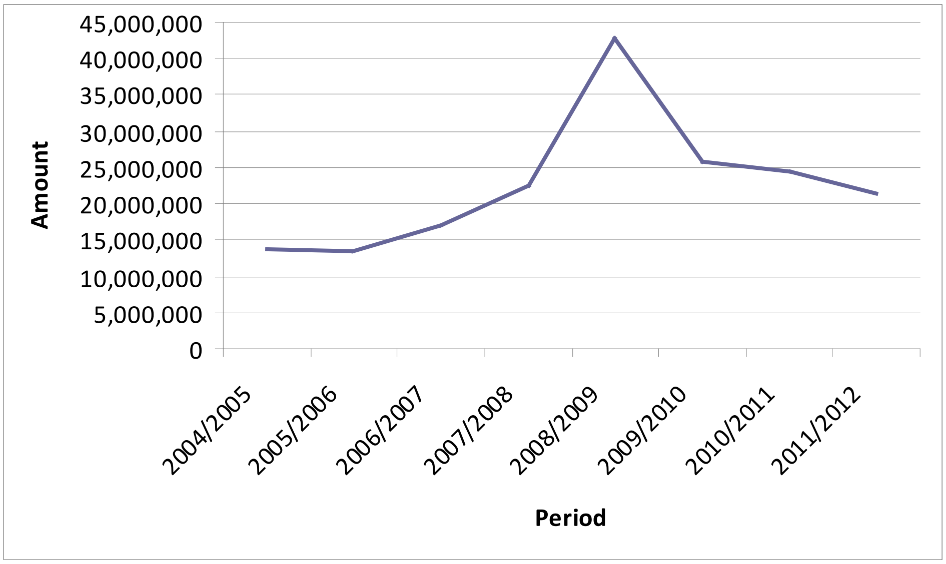
REVENUE BY SOURCE



Interest Earnings

In 2011/12 interest earnings on investments are budgeted to contribute R 21.4 m (22.9%) of total revenue. It is evident that the municipality has become dependent on interest earning to balance its operating budget. This financing approach is not sustainable and strategies will be developed to reduce expenditure in line with discretionary sources of revenue. The irony is that, in the medium to long term, the more efficient the municipality becomes at delivering its budgeted result, the greater this investment income will be reduced.

The graph below illustrates the extent to which interest has been used since the 2004/2005 financial year to finance Operating Expenditure:



Equitable Share

While previous financial models have been based on the premise that the CDM's Equitable Share would rise at similar rates to the increase in national funds for this purpose, this has not proved to be the case. Unless these funds can be increased, CDM will be very restricted in the range of services and support it can deliver.

The equitable share allocation to the local sphere of government takes account of the fiscal capacity, fiscal efficiency, developmental needs, extent of poverty and backlogs in municipalities, to the extent that such information is available.

The Division of Revenue Act DORA 2011/2012 reflects a decrease in equitable share of national revenue amounting to R4 million as a result of the demarcation process and the incorporation of DMA's into the affected local municipalities. On the positive side the Equitable share allocations to local municipalities have increased significantly

Financial year	Amount	% increase
2011/12	R12.8 m	(23.8%)
2012/13	R13.5 m	5%
2013/14	R14.5 m	7%

Municipal Infrastructure Grant

The largest infrastructure transfers over the MTEF years are through the MIG, which supports government's objectives of expanding the delivery of basic services to poor households and alleviation of poverty. The grant also seeks to stimulate local economic development and job creation over the medium term. Municipalities are required to dedicate a portion of their capital budgets to labour-based infrastructure methods to meet the objectives of the expanded public works programme. As from the 1 July 2011,

due to the demarcation process no further MIG allocations will be made to CDM. However the MIG allocations to the local municipalities have increased significantly.

Levy Replacement Grant

Recognizing that the RSC levies performed poorly with regards to the generally accepted principles of sound taxation (e.g. equity, efficiency, certainty, simplicity, ease of administration), the Minister of Finance announced in the 2005 Budget that RSC levies will be phased out on 1 July 2006. However, for municipalities to meet their expenditure obligations, especially in terms of poverty alleviation and social and economic development, it is important to maintain existing levels of revenue. The 2005 *Medium Term Budget Policy Statement* indicated that national government would compensate municipalities for lost revenue within the national budget framework, and options for alternative tax or revenue sharing arrangements are under consideration. The RSC Levy Replacement Grant for the 2011/2012 financial year and outer years reflects a low growth rate as more fully detailed below:

Financial year	Amount	% increase
2011/12	R52.6 m	2.9%
2012/13	R54.2 m	2.9%
2013/14	R55.8 m	2.9%

Future allocations for the Budget will be subject to further reforms to replace RSC levies with alternative sources of revenue. A discussion document on Options for the *Replacement of RSC and JSB levies* has been released for comment. The discussion document highlights the following options as possible replacement sources:

- **Tax sharing of an existing national tax instrument** (such as general fuel levy);
- **A surcharge on user charges for municipal services**, including a municipal electricity surcharge;
- **Grant** which could perform two functions, namely:
    - A guaranteed revenue source for municipalities or categories of municipalities; and
    - A transitional funding mechanism to smooth any possible shocks from the abolition of RSC Levies.

It is evident that the increases in the Levy Replacement Grant are significantly lower than the inflation rate which means that the programmes of the Cacadu District Municipality will be negatively affected.

Donor funding

In the light of the funding uncertainties described above, Council is keen to pursue options for accessing other funds, notably from donors, both internal (i.e. Development Bank of Southern Africa) or external (overseas aid). It needs to be noted, however, that even if the CDM should prove successful in its attempts to secure such funds, they can only ever be regarded as short term and unsustainable sources of revenue.

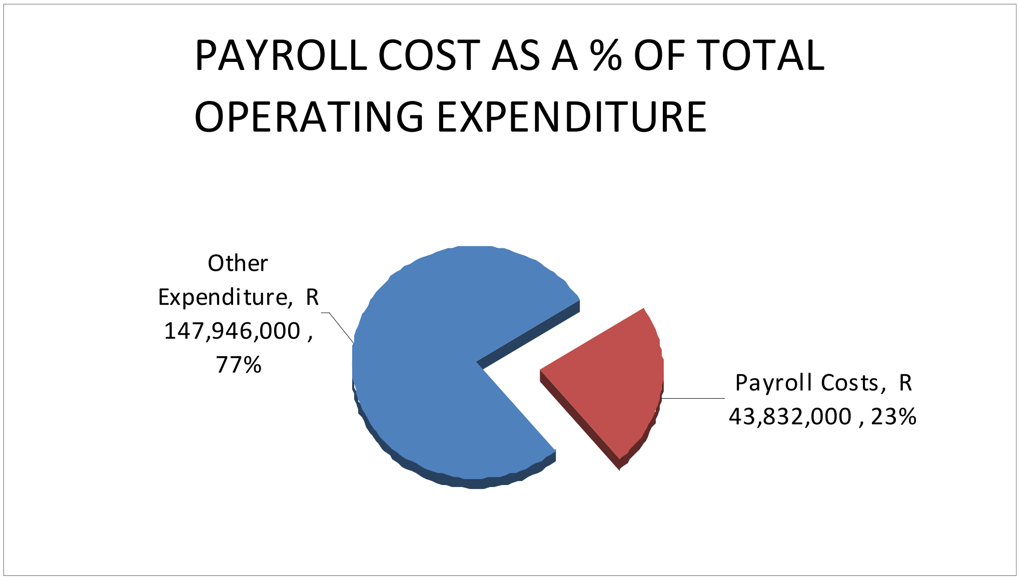
EXPENDITURE

There are three aspects of expenditure which deserve special attention:

- ensuring that expenditure on salaries remains in proportion to revenue;
- use of consultants and skills transfer; and
- Unfunded mandates.

Salaries

The largest single expense of the municipality is salaries. For this reason it is important that the salaries budget of the municipality remains in the same proportion that has been established over recent years.



ASSET MANAGEMENT

The Municipality holds and manages its assets on behalf of its community and constituency. It is therefore the responsibility of all municipalities to identify the funds required to maintain those assets to their current standard, particularly in respect of infrastructure like roads and water supply equipment. CDM has identified significant works which are required to protect its investment in its main property - the Standard Bank Building

THE FINANCIAL FRAMEWORK

While CDM has a very strong balance sheet, the small discretionary and sustainable sources of revenue it has at its disposal have created their own share of challenges. For a more in depth discussion of this issue refer to the Budget document. Below is the Statement of Financial Position at 30 June 2010;

FINANCIAL POLICIES AND STRATEGIES

CDM sees an important part of its brief as identifying economic development opportunities which will benefit members of its community. While this is difficult given its limited resources, it believes it is ideally situated to lead and co-ordinate the efforts of its local municipalities in this very important area of activity.

Because of its lack of resources, it is critical that CDM maximizes the effectiveness and efficiency of those it has.

To this end, the CDM has introduced or revised a number of policies designed to improve its performance in a range of areas including:

- Credit Control
- Investments
- Tariffs
- Asset Management

Whilst the CDM does not manage any significant assets, it must none the less ensure that those it has are managed at an optimal level. To this end, it expects to adopt a number of polices and procedures which will assist in this regard. These include IT Disaster Recovery plans.

Whilst not suffering from any issues relating to fraud and corruption, the CDM wants to provide an example to its community and its local municipalities and has developed a number of policies and procedures covering this issue.

4.3 PART 3: DISTRICT STRATEGIES / SECTOR PLANS

District strategies / sector plans have been categorised in terms of infrastructure and land, economic development, the CDM's legislative mandate and institutional issues relating to the CDM. The table below illustrates the relationship between these strategies / sector and the key components of the situational analysis of Cacadu as contained within Chapter 2.

Outcomes of IDP Analysis	Infrastructure and Land	Economic Development	CDM's Mandate	Institutional Issues
Existing Sector Plans	➢ Integrated Waste Management Plan (IWMP); ➢ Water Services Development Plan (WSDP); ➢ Housing Development Guidelines (HDG); ➢ Integrated Transport Plan (ITP); ➢ Area Based Plan (ABP); ➢ Comprehensive Infrastructure Plan (CIP).	➢ Economic Growth & Development Strategy (EGDS); ➢ Small, Micro and Medium Enterprises (SMME); ➢ Tourism Master Plan (TMP).	➢ Environmental Health Services (EHS) ➢ Disaster Risk Management Assessment (DRMA) ➢ Health Plan (HP)	➢ Institutional Sustainability Assessment (ISA) ➢ SPU: ➢ Women's Empowerment Policy (SPU Women); ➢ Communication
MTSF Strategic Priority 1: Speeding up growth and transforming the economy to create decent work and sustainable livelihoods				
1.1 Opportunity to expand formal agriculture in Kouga, Koukamma, SRV and Ndlambe	**ABP:** Outlines the core land reform objectives and strategies on a District level whilst simultaneously highlighting opportunities that will further unlock socio-economic potential and inform land related decision making at a municipal level.	**EGDS:** Board approach to sustainable job creation and poverty reduction in the district via the promotion of economic linkages and spin-offs.	**DRMA:** Provides a disaster risk profile unique to the CDM. Identifies fire, storm, tidal surge, hazardous material & drought as potential risks to be catered for in all planning initiatives.	
1.2 Need identified to investigate the establishment of agro-processing opportunities in Kouga, Koukamma, SRV and Nldambe	**ABP:** Outlines the core land reform objectives and strategies on a District level whilst simultaneously highlighting opportunities that will further unlock socio-economic potential and inform land related decision making at a municipal level.	**EGDS:** Board approach to sustainable job creation and poverty reduction in the district via the promotion of economic linkages and spin-offs. **TMP:** Focuses on the provision guidelines and recommendations on how to develop a functioning tourism system through the application of a defined strategy and specific actions.	**EHS:** Focuses on Active Environmental Educations, Waste Management monitoring and Pest Control, Water and Food quality Monitoring	

1.3 SRV, Baviaans, Camdeboo, Kouga and Ndlambe hold key Tourism focus areas that could benefit from informed interventions	**CIP:** Provides a single process for all tiers of gov wrt infrastructure provision and service delivery.	**TMP:** Focuses on the provision guidelines and recommendations on how to develop a functioning tourism system through the application of a defined strategy and specific actions.	**EHS:** Focuses on Active Environmental Educations, Waste Management monitoring and Pest Control, Water and Food quality Monitoring **DRMA:** Provides a disaster risk profile unique to the CDM. Identifies fire, storm, tidal surge, hazardous material & drought as potential risks to be catered for in all planning initiatives.	
1.4 Employment opportunities are limited in Baviaans and Ikwezi in relation to economic sectors		**EGDS:** Board approach to sustainable job creation and poverty reduction in the district via the promotion of economic linkages and spin-offs. **SMME:** Sector is challenged in CDM. Plan provides a multi-pronged approach to dealing with the major existing impediments, including a poor business environment, lack of financial tools, weak entrepreneurial capacity and the absence of strong linkages with existing large enterprises.		
1.5 Baviaans, Ikwezi, Blue Crane require economic interventions to stabilize rural depopulation and improve livelihoods.	**CIP:** Provides a single process for all tiers of gov wrt infrastructure provision and service delivery.	**EGDS:** Board approach to sustainable job creation and poverty reduction in the district via the promotion of economic linkages and spin-offs. **SMME:** Sector is challenged in CDM. Plan provides a multi-pronged approach to dealing with the major existing impediments, including a poor business environment, lack of financial tools, weak		**ISA:** This report highlights the municipality's dependence on unsustainable discretionary revenue sources to balance its operating budget and attempts to identify appropriate strategies and interventions to move away from current unsustainable fiscal practices

		entrepreneurial capacity and the absence of strong linkages with existing large enterprises.		
1.6 Opportunity for LMs to improve Land Use Management	**HDG:** Attempts to assist LMs in planning settlements through: • Advice on spatial structure; • Criteria to determine best land use locations; • Proposing actions to promote integration, sustainability, equity and efficiency.			

MTSF Strategic Priority 2: Massive program to build economic and social infrastructure				
2.1 82% of the road network in CDM are gravel – consider impact on economic sector and residents	**ITP:** Denotes the Public Transport and Transport Infrastructure Strategies for the district in the interests of sustainably increasing mobility of people and goods. **CIP:** Provides a single process for all tiers of gov wrt infrastructure provision and service delivery.		**DRMA:** Provides a disaster risk profile unique to the CDM. Identifies fire, storm, tidal surge, hazardous material & drought as potential risks to be catered for in all planning initiatives.	
2.2 Primary mode of civilian transport = pedestrian	**ITP:** Denotes the Public Transport and Transport Infrastructure Strategies for the district in the interests of sustainably increasing mobility of people and goods. **CIP:** Provides a single process for all tiers of gov wrt infrastructure provision and service delivery.			Communications Policy
2.3 Primary mode of transport supporting economic sectors = road	**ITP:** Denotes the Public Transport and Transport Infrastructure Strategies for the district in the interests of sustainably increasing mobility of people and goods. **CIP:** Provides a single process for all tiers of gov wrt infrastructure provision and service delivery.	**TMP:** Focuses on the provision guidelines and recommendations on how to develop a functioning tourism system through the application of a defined strategy and specific actions.	**DRMA:** Provides a disaster risk profile unique to the CDM. Identifies fire, storm, tidal surge, hazardous material & drought as potential risks to be catered for in all planning initiatives.	

2.4 Depopulation esp in Ikwezi & Baviaans place limits on the provision & maintenance of infrastructure	**IWMP:** Identified the following requirements of LM's: • Waste Info Systems to be dev for each LM; • An Integrated Operational Plan to be formulated to support effective short and long term waste management planning. **WSDP:** Each LM is a WSA. The WSDP focuses on addressing the following backlogs: • Metered erf connection; • Full waterborne sanitation. **CIP:** Provides a single process for all tiers of gov wrt infrastructure provision and service delivery.	**EGDS:** Board approach to sustainable job creation and poverty reduction in the district via the promotion of economic linkages and spin-offs.		**ISA:** This report highlights the municipality's dependence on unsustainable discretionary revenue sources to balance its operating budget and attempts to identify appropriate strategies and interventions to move away from current unsustainable fiscal practices
2.5 Social investment program required to support tourism activities in SRV, Baviaans, Camdeboo, Kouga and Ndlambe		**TMP:** Focuses on the provision guidelines and recommendations on how to develop a functioning tourism system through the application of a defined strategy and specific actions.	**EHS:** Focuses on Active Environmental Educations, Waste Management monitoring and Pest Control, Water and Food quality Monitoring **DRMA:** Provides a disaster risk profile unique to the CDM. Identifies fire, storm, tidal surge, hazardous material & drought as potential risks to be catered for in all planning initiatives.	1 **SPU (Women):** This Policy Framework serves to guide the CDM in creating opportunities which contributes to women's empowerment.

MTSF 3: Comprehensive rural development strategy linked to land and agrarian reform and food security				
3.1 Opportunity to expand formal agriculture in Kouga, Koukamma, SRV and Ndlambe	**ABP:** Outlines the core land reform objectives and strategies on a District level whilst simultaneously highlighting opportunities that will further unlock socio-economic potential and inform land related decision making at a municipal level. **CIP:** Provides a single process for	**EGDS:** Board approach to sustainable job creation and poverty reduction in the district via the promotion of economic linkages and spin-offs.	**DRMA:** Provides a disaster risk profile unique to the CDM. Identifies fire, storm, tidal surge, hazardous material & drought as potential risks to be catered for in all planning initiatives.	

	all tiers of gov wrt infrastructure provision and service delivery.			
3.2 Need identified to investigate the establishment of agro-processing opportunities in Kouga, Koukamma, SRV and Nldambe	**ABP:** Outlines the core land reform objectives and strategies on a District level whilst simultaneously highlighting opportunities that will further unlock socio-economic potential and inform land related decision making at a municipal level.	**EGDS:** Board approach to sustainable job creation and poverty reduction in the district via the promotion of economic linkages and spin-offs.		
3.3 Employment opportunities are limited in Baviaans and Ikwezi in relation to agricultural opportunities	**ABP:** Outlines the core land reform objectives and strategies on a District level whilst simultaneously highlighting opportunities that will further unlock socio-economic potential and inform land related decision making at a municipal level.	**EGDS:** Board approach to sustainable job creation and poverty reduction in the district via the promotion of economic linkages and spin-offs.		

MTSF 4: Strengthen the skills and human resource base				
4.1 Skills Audit required in relation to dominant economic sectors		**EGDS:** Board approach to sustainable job creation and poverty reduction in the district via the promotion of economic linkages and spin-offs. **SMME:** Sector is challenged in CDM. Plan provides a multi-pronged approach to dealing with the major existing impediments, including a poor business environment, lack of financial tools, weak entrepreneurial capacity and the absence of strong linkages with existing large enterprises. **TMP:** Focuses on the provision guidelines and recommendations on how to		2 **SPU (Women):** This Policy Framework serves to guide the CDM in creating opportunities which contributes to women's empowerment.

		develop a functioning tourism system through the application of a defined strategy and specific actions.		
4.2 Intervention to provide improved access to and use of Info & Communications Technology	**CIP:** Provides a single process for all tiers of gov wrt infrastructure provision and service delivery.			
4.3 District wide intervention required to encourage sustainable use of commercial and subsistence agricultural land	**ABP:** Outlines the core land reform objectives and strategies on a District level whilst simultaneously highlighting opportunities that will further unlock socio-economic potential and inform land related decision making at a municipal level.	**EGDS:** Board approach to sustainable job creation and poverty reduction in the district via the promotion of economic linkages and spin-offs. **SMME:** Sector is challenged in CDM. Plan provides a multi-pronged approach to dealing with the major existing impediments, including a poor business environment, lack of financial tools, weak entrepreneurial capacity and the absence of strong linkages with existing large enterprises.	**EHS:** Focuses on Active Environmental Educations, Waste Management monitoring and Pest Control, Water and Food quality Monitoring	

MTSF 5: Improve the health profile of all South Africans				
5.1 Access to clinics are problematic due to staff shortages			**HP:** Endorses the District Health System of service delivery.	**ISA:** This report highlights the municipality's dependence on unsustainable discretionary revenue sources to balance its operating budget and attempts to identify appropriate strategies and interventions to move away from current unsustainable fiscal practices 3 **SPU (Women):** This Policy Framework serves to guide the CDM in creating opportunities which contributes to women's

				empowerment.
5.2 Sparse population distribution in CDM could limit access to health facilities and accurate information	**ITP:** Denotes the Public Transport and Transport Infrastructure Strategies for the district in the interests of sustainably increasing mobility of people and goods. **CIP:** Provides a single process for all tiers of gov wrt infrastructure provision and service delivery.		**HP:** Endorses the District Health System of service delivery.	**ISA:** This report highlights the municipality's dependence on unsustainable discretionary revenue sources to balance its operating budget and attempts to identify appropriate strategies and interventions to move away from current unsustainable fiscal practices 4 **SPU (Women):** This Policy Framework serves to guide the CDM in creating opportunities which contributes to women's empowerment.
5.3 Particularly vulnerable groups include: farm workers, residents of informal settlements, migrant workers	**ITP:** Denotes the Public Transport and Transport Infrastructure Strategies for the district in the interests of sustainably increasing mobility of people and goods. **CIP:** Provides a single process for all tiers of gov wrt infrastructure provision and service delivery.		**EHS:** Focuses on Active Environmental Educations, Waste Management monitoring and Pest Control, Water and Food quality Monitoring **DRMA:** Provides a disaster risk profile unique to the CDM. Identifies fire, storm, tidal surge, hazardous material & drought as potential risks to be catered for in all planning initiatives. **HP:** Endorses the District Health System of service delivery.	**ISA:** This report highlights the municipality's dependence on unsustainable discretionary revenue sources to balance its operating budget and attempts to identify appropriate strategies and interventions to move away from current unsustainable fiscal practices 5 **SPU (Women):** This Policy Framework serves to guide the CDM in creating opportunities which contributes to women's empowerment.

MTSF 6: Intensify the fight against crime				
6.1 Assault and the various forms of robbery or theft are the most commonly reported crimes in the CDM		**EGDS:** Board approach to sustainable job creation and poverty reduction in the district via the promotion of economic linkages and spin-offs.		6 **SPU (Women):** This Policy Framework serves to guide the CDM in creating opportunities which contributes to women's empowerment.

6.2 Theft and assault related crime statistics are indicative of underlying development issues in the CDM and needs identification in the following areas: ➢ job creation; ➢ substance abuse programs; ➢ youth programs; ➢ secondary and tertiary education programs relevant to required skills on a local level.		**EGDS:** Board approach to sustainable job creation and poverty reduction in the district via the promotion of economic linkages and spin-offs. **TMP:** Focuses on the provision guidelines and recommendations on how to develop a functioning tourism system through the application of a defined strategy and specific actions.		7 **SPU (Women):** This Policy Framework serves to guide the CDM in creating opportunities which contributes to women's empowerment.

MTSF 7: Build cohesive, caring and sustainable communities				
7.1 District wide drive to reduce poverty and promote access to economic opportunities, with a specific focus on Baviaans, Ikwezi and Blue Crane Route	**CIP:** Provides a single process for all tiers of gov wrt infrastructure provision and service delivery.	**EGDS:** Board approach to sustainable job creation and poverty reduction in the district via the promotion of economic linkages and spin-offs. **SMME:** Sector is challenged in CDM. Plan provides a multi-pronged approach to dealing with the major existing impediments, including a poor business environment, lack of financial tools, weak entrepreneurial capacity and the absence of strong linkages with existing large enterprises.		8 **SPU (Women):** This Policy Framework serves to guide the CDM in creating opportunities which contributes to women's empowerment.
7.2 Capacity Building interventions required by key community organisations		**EGDS:** Board approach to sustainable job creation and poverty reduction in the district via the promotion of economic linkages and spin-offs. **SMME:** Sector is challenged in CDM. Plan provides a multi-pronged approach to dealing with the major existing impediments, including a poor business		9 **SPU (Women):** This Policy Framework serves to guide the CDM in creating opportunities which contributes to women's empowerment.

		environment, lack of financial tools, weak entrepreneurial capacity and the absence of strong linkages with existing large enterprises.		

MTSF 8: Sustainable Resource Management and use				
8.1 Community mind-shift required in relation to alternative energy sources	**CIP:** Provides a single process for all tiers of gov wrt infrastructure provision and service delivery.	**EGDS:** Board approach to sustainable job creation and poverty reduction in the district via the promotion of economic linkages and spin-offs.	**EHS:** Focuses on Active Environmental Educations, Waste Management monitoring and Pest Control, Water and Food quality Monitoring	
8.2 Addition to Agricultural Sector may exist ito carbon credits	**IWMP:** Identified the following requirements of LM's: • Waste Info Systems to be dev for each LM; • An Integrated Operational Plan to be formulated to support effective short and long term waste management planning. **CIP:** Provides a single process for all tiers of gov wrt infrastructure provision and service delivery.	**EGDS:** Board approach to sustainable job creation and poverty reduction in the district via the promotion of economic linkages and spin-offs.	**EHS:** Focuses on Active Environmental Educations, Waste Management monitoring and Pest Control, Water and Food quality Monitoring	
8.3 Economically challenged areas (Baviaans & Ikwezi) may have potential in terms of renewable energy	**WSDP:** Each LM is a WSA. The WSDP focuses on addressing the following backlogs: • Metered erf connection; • Full waterborne sanitation. **CIP:** Provides a single process for all tiers of gov wrt infrastructure provision and service delivery.	**EGDS:** Board approach to sustainable job creation and poverty reduction in the district via the promotion of economic linkages and spin-offs.	**EHS:** Focuses on Active Environmental Educations, Waste Management monitoring and Pest Control, Water and Food quality Monitoring	
8.4 Broad economic development needs to take cognizance of biodiversity and natural habitats	**CIP:** Provides a single process for all tiers of gov wrt infrastructure provision and service delivery.	**EGDS:** Board approach to sustainable job creation and poverty reduction in the district via the promotion of economic linkages and spin-offs.	**EHS:** Focuses on Active Environmental Educations, Waste Management monitoring and Pest Control, Water and Food quality Monitoring	

4.3.1 INTEGRATED WASTE MANAGEMENT ASSESSMENT / INTEGRATED WASTE MANAGEMENT PLAN

An assessment has been conducted on the status quo of all the waste disposal sites in the CDM area which was used in the compilation of an Integrated Waste Management Plan (IWMP) for the District. The results of the afore-mentioned assessment are reflected in the table below.

Results of status quo assessment

Waste Site Name	GPS Co-ordinates	Landfill Class (±)	Registration / permit status	Site Suitability	Estimated Lifespan	Infrastructure	Operation & Management
Camdeboo Municipality							
Nieu-Bethesda existing	S31 52 06.2 E24 32 38.1	G:C:B -	Registered	Inadequate	Poor	Inadequate	Adequate
Nieu-Bethesda proposed	S31 50 26.4 E24 31 38.1	G:C:B -	Permitted	Good	Good	Good	Not Applicable
Graaff-Reinet	S32 17 51.6 E24 31 53.9	G:S:B -	Registered	Good	Adequate	Good	Adequate
Aberdeen	S32 29 34.5 E24 02 44.1	G:S:B -	Registered	Good	Good	Good	Adequate
Blue Crane Route Municipality							
Somerset East	S32 44 03.7 E25 34 14.4	G:S:B -	Registered	Adequate	Inadequate	Inadequate	Inadequate
Cookhouse	S32 43 38.2 E25 48 19.2	G:C:B -	Unknown	Good	Inadequate	Inadequate	Good
Pearston	S32 35 18.2 E25 08 57.0	G:C:B -	Unknown	Inadequate	Good	Inadequate	Adequate
Ikwezi Municipality							
Jansenville	S32 57 15.7 E24 40 30.2	G:C:B -	Registered	Adequate	Inadequate	Adequate	Inadequate
Klipplaat	S33 02 05.0 E24 19 54.8	G:C:B -	Registered	Inadequate	Good	Good	Adequate
District Management Area							
Rietbron	S32 54 13.0 E23 10 12.8	G:C:B -	Unknown	Good	Poor	Adequate	Adequate
Glenconnor - railway location	S33 23 52.0 E25 09 50.0	G:C:B -	Unknown	Inadequate	Good	Inadequate	Inadequate
Glenconnor - school location	S33 23 34.9 E25 09 23.2	G:C:B -	Unknown	Inadequate	Good	Inadequate	Inadequate
Glenconnor - informal 1	S33 23 45.3 E25 09 43.0	G:C:B -	Unknown	Inadequate	Poor	Poor	Inadequate
Glenconnor - informal 2	S33 23 41.7 E25 09 36.8	G:C:B -	Unknown	Inadequate	n/a	n/a	n/a
Baviaans Municipality							
Willowmore	S33 16 15.1 E23 29 50.6	G:C:B -	Unknown	Inadequate	Good	Inadequate	Inadequate
Steytlerville	S33 18 50.8 E24 20 55.2	G:C:B -	Unknown	Adequate	Adequate	Good	Adequate
Kouga Municipality							
Hankey	S33 48 21.8 E24 52 31.6	G:S:B -	Permitted	Good	Good	Poor	Inadequate
Humansdorp	S34 00 54.8 E24 46 24.9	G:M:B +	Registered	Good	Adequate	Good	Adequate
Jeffreys Bay	S33 58 43.3 E24 57 38.9	G:S:B +	Unknown	Good	Poor	Adequate	Adequate
Oyster Bay Old Waste Site	S34 10 03.7 E24 39 36.2	G:C:B +	Unknown	Poor	Poor	Good	Inadequate

Waste Site Name	GPS Co-ordinates	Landfill Class (±)	Registration / permit status	Site Suitability	Estimated Lifespan	Infrastructure	Operation & Management
Oyster Bay - Transfer Station	S34 10 04.4 E24 39 20.4	G:C:B +	Unknown	Good	Not Applicable	Adequate	Inadequate
Patensie	S33 44 09.8 E24 47 30.5	G:S:B +	Unknown	Adequate	Poor	Good	Poor
St Francis Bay	S34 11 13.0 E24 49 24.2	G:M:B +	Unknown	Good	Inadequate	Inadequate	Adequate
Kou-Kamma Municipality							
Clarkson	S34 01 24.6 E24 20 53.2	G:C:B +	Unknown	Good	Good	Adequate	Inadequate
Coldstream	S33 57 25.0 E23 41 38.6	G:C:B +	Permitted	Adequate	Adequate	Adequate	Adequate
Joubertina	S33 49 09.1 E23 52 54.8	G:C:B +	Unknown	Good	Good	Adequate	Adequate
Kareedouw	S33 56 40.9 E24 18 34.7	G:C:B +	Unknown	Poor	Poor	Inadequate	Inadequate
Krakeelrivier	S33 48 38.1 E23 44 28.5	G:C:B +	Unknown	Adequate	Inadequate	Inadequate	Poor
Louterwater	S33 47 20.0 E23 37 46.1	G:C:B +	Unknown	Poort	Inadequate	Adequate	Poor
Misgund	S33 44 38.1 E23 29 09.2	G:C:B +	Unknown	Adequate	Good	Not Applicable	Not Applicable
Woodlands	S34 00 39.5 E24 09 35.6	G:C:B +	Unknown	Good	Poor	Adequate	Poor
Sunday's River Valley Municipality							
Addo	S33 30 01.5 E25 41 44.4	G:C:B +	Unknown	Poor	Adequate	Good	Inadequate
Kirkwood	S33 24 04.7 E25 30 04.0	G:C:B +	Unknown	Adequate	Inadequate	Inadequate	Inadequate
Paterson	S33 26 14.3 E25 59 01.2	G:C:B +	Unknown	Adequate	Adequate	Poor	Inadequate
Sunland	S33 28 31.7 E25 37 21.8	G:C:B +	Unknown	Good	Adequate	Good	Adequate
Ndlambe Municipality							
Bathurst - domestic	S33 29 31.3 E26 48 51.2	G:C:B +	Unknown	Good	Inadequate	Poor	Poor
Bathurst - garden	S33 29 15.4 E26 48 46.4	G:C:B +	Unknown	Good	Inadequate	Poor	Poor
Boknes	S33 43 29.3 E26 34 19.6	G:C:B +	Unknown	Good	Adequate	Poor	Inadequate
Bushmans River Mouth	S33 40 20.5 E26 37 06.2	G:S:B +	Unknown	Good	Good	Adequate	Adequate
Cannon Rocks - domestic	S33 44 30.4 E26 33 45.8	G:C:B +	Unknown	Poor	Inadequate	Poor	Inadequate
Cannon Rocks - garden	S33 44 38.2 E26 33 38.4	G:C:B +	Unknown	Poor	Adequate	Poor	Inadequate
Fish River Mouth	S33 29 48.9 E27 07 42.3	G:C:B +	Unknown	Good	Adequate	Inadequate	Adequate
Kenton on Sea on Sea	S33 40 13.4 E26 39 37.3	G:S:B +	Unknown	Poor	Good	Poor	Poor
Riet River Mouth	S33 33 22.0 E27 00 28.3	G:C:B +	Unknown	Poor	Poor	Poor	Poor
Seafield and Kleinmonde	S33 31 54.8 E27 02 54.0	G:C:B +	Unknown	Poor	Adequate	Inadequate	Inadequate
Port Alfred	S33 34 05.7 E26 52 44.6	G:S:B +	Permitted	Good	Good	Adequate	Inadequate
Alexandria	S33 39 31.5 E26 26 04.0	G:C:B +	Unknown	Good	Good	Poor	Poor
Makana Municipality							

Waste Site Name	GPS Co-ordinates	Landfill Class (±)	Registration / permit status	Site Suitability	Estimated Lifespan	Infrastructure	Operation & Management
Alicedale	S33 19 04.8 E26 04 35.1	G:C:B -	Permitted	Good	Good	Inadequate	Poor
Grahamstown	S33 17 28.4 E26 29 32.9	G:M:B +	Permitted	Good	Good	Good	Good
Riebeek East	S33 12 35.1 E26 10 57.9	G:C:B -	Permitted	Good	Good	Adequate	Inadequate

4.3.1.1 PRIORITY WASTE DISPOSAL SITES

The following waste disposal sites have been found to be in an unsatisfactory condition (reasons given in brackets), and would benefit most from additional funding (in no particular order):

- Nieu-Bethesda (Existing site) – No permit, close to drainage feature, partially visible, close to residential area, nearly full, no signpost, fence needs attention, no access control or site office, no compaction or covering of waste, burning of waste, no equipment, no waste separation;
- Glenconnor (Informal 1) – No permit, fully visible, close to residential area, nearly full, no signpost, fence, gate, site office or access control, no compaction or covering of waste, no equipment, excessive illegal dumping, no waste separation;
- Cannon Rocks (Domestic refuse site) – No permit, close to drainage feature, partially visible, nearly full, no signpost, fence, gate, site office or access control, no compaction and covering of waste, abundant litter, bad odour, excessive flies,
- Riet River Mouth – No permit, close to drainage feature, fully visible, nearly full, no signpost, fence, gate, site office or access control, no compaction or covering of waste, bad odour, excessive flies, no equipment, no waste separation;
- Port Alfred – Fully visible, no signpost, fence in disrepair, no access control, no compaction or covering of waste, excessive uncontrolled salvaging, excessive litter and dust, bad odour, excessive flies, burning of waste, excessive noise and traffic;
- Alexandria – No permit, no signpost, gate, site office or access control, inadequate compaction and covering of waste, excessive uncontrolled salvaging, excessive litter and dust, bad odour, excessive flies, burning by municipality, excessive illegal dumping, no waste separation.
- The following waste disposal sites are also in an unsatisfactory condition, and could be considered as a second priority (in order of priority):
- Willowmore – No permit, fully visible, close to residential areas, no signpost, fence requires maintenance, no site office or access control, no compaction and covering of waste, excessive uncontrolled salvaging, burning of waste, no equipment, no waste separation;
- Bathurst (Domestic and garden refuse sites) – No permits, no signpost, poor roads, no fence, no gate, site office or access control, no compaction or covering of waste, salvaging of waste, excessive litter, bad odour, excessive flies, burning of waste;
- Kenton on Sea-on-Sea – No permit, fully visible, no signpost, fence, gate, site office or access control, no covering or compaction of waste, burning of waste, excessive noise and traffic;
- Oyster Bay Transfer Station – No permit, close to drainage feature, no signpost, site office or access control, salvaging of waste, illegal dumping,

- Kareedouw – No permit, partially visible, nearly full, no signpost, fence needs maintenance, no covering or compaction of waste, uncontrolled salvaging, excessive litter and dust, burning of waste, no equipment, no waste separation;
- Woodlands – No permit, nearly full, no signpost, fence needs maintenance, no gate or access control, no covering or compaction of waste, uncontrolled salvaging, excessive litter and dust, bad odour, excessive flies, no equipment, excessive illegal dumping;
- Kirkwood – No permit, close to residential area, nearly full, no signpost, fence, site office or access control, no covering or compaction of waste, excessive uncontrolled salvaging, excessive litter and dust, bad odour, excessive flies, burning of waste, illegal dumping;
- Cannon Rocks (Garden refuse site) – No permit, close to drainage feature, partially visible, no signpost, fence, gate or access control, no covering or compaction of waste.

4.3.1.2 CONCLUSIONS & RECOMMENDATIONS

The following conclusion can be drawn from the status quo assessment that was conducted of waste disposal sites in the Cacadu District Municipality:

- A total of fifty waste disposal sites were identified within the study area;
- Of the 50 sites identified, only seven have are permitted;
- The assessment identified six waste disposal sites that should be prioritised, and eight waste disposal sites that should be addressed as a second priority.

The following actions are recommended:

- That the results of this Status Quo assessment form part of the CDM's Integrated Waste Management Plan (IWMP). The preparation of the IWMP should take the following into account:
  - The current waste volumes, types, and sources;
  - The lifespan for each of the identified waste disposal sites (the estimated lifespan of sites presented in this report can be used as a starting point);
  - The current collection and transportation methods to the existing sites;
  - The extent of recycling and materials recovery (if any), and opportunities to improve such activities;
  - The extent of, or need for, hazardous waste disposal sites within the CDM;
  - An economic analysis with respect to collection, transportation, landfill operation costs, landfill closure and aftercare costs and/ or future liabilities; and
  - The need to provide the public with an opportunity to comment on the IWMP prior to it being finalised;
  - The main objective of the IWMP should initially be to register and/or obtain permits for each of the existing waste disposal sites. In order to comply with the "Minimum Requirements for Waste Disposal by Landfill" and/or the "Directions for the Control of General Small and General Communal Waste Disposal Sites" a number of the sites will require remedial design. Such design and/or development would typically include the following:
  - Installation of an effective fence;
  - Establishing access control;
  - Establish service roads are in a condition which allows unimpeded access to the site for vehicles transporting waste;
  - Ensure cover material is available for daily covering of wasted, and that a suitable means to apply the cover material is available;

- Establish a monitoring borehole network as per the requirements of the directions (to include upstream and down stream monitoring boreholes.

4.3.1.3 FORMULATION OF INTEGRATED WASTE MANAGEMENT PLANS (IWMP)

The management of solid waste is the responsibility of each individual Local Municipality (LM). As a requirement of the National Waste Management Strategy and the IDP Process, all LMs are faced with the obligation of compiling an Integrated Waste Management Plan (IWMP). In 2008, the Cacadu District Municipality (CDM) appointed KV3 Engineers to assist with the compilation of IWMP's for the nine LMs within its area of jurisdiction.

The formulation of the IWMP's was done in line with the Starter Document for Guidelines for the compilation of IWMP's (DEAT, 2000). The process of compiling IWMP's consists of two phases. The first phase consisted of an assessment of the current status of waste collection systems and existing disposal sites, service delivery capacity and needs analysis for each of these aspects. This phase was completed in July 2008.

The second phase comprised of the final compilation of the IWMP inclusive of identified objectives and goals with alternatives for obtaining these being considered and evaluated. This phase was completed in November 2008.

The content of the nine Local Municipal IWMP's is divided into the sections as listed below:

1. Disposal Infrastructure
2. Waste Collection Infrastructure
3. Institutional Capacity and Human Resources
4. Financial Resources
5. Dissemination of Information / Communication
6. Management of Illegal Activities
7. Waste Minimization
8. Recommendations and Conclusion

The content of each section is documented per LM as follows:

i) DISPOSAL INFRASTRUCTURE

Municipality	Landfill Sites	Permitted by DEAT	Comments /Recommendations
Ikwezi	Klipplaat Jansenville Kleinpoort Wolwefontein	Klipplaat – No Jansenville – No Kleinpoort - No Wolwefontein - No	• Formulation of Operational Plan; • Hiring of TLB on a part time basis. • Not regarded as legal waste disposal facilities.
Camdeboo	Graaff-Reinet, Nieu Bethesda Aberdeen	Graaff-Reinet – No Aberbeen – No Nieu Bethesda – application made.	• Waste should be covered more regularly; • Access to be controlled; • Volumes to be recorded; • Formalize scavenging; • LM should purchase a TLB.

Municipality	Landfill Sites	Permitted by DEAT	Comments /Recommendations
Blue Crane Route	Somerset East Cookhouse Pearston	Somerset East – Yes Cookhouse – Yes Pearston – No	• Access controlled; • Pearston to be upgraded to comply with minimum standards; • Upgrade disposal of abattoir waste.
Baviaans	Steytlerville Willowmore Rietbron Vondeling	Steytlerville -No Willowmore - No Rietbron – No Vondeling – No	• Sites should be upgraded to comply with minimum standards; • Hiring of TLB on a part time basis. • Poorly located; • Not managed in accordance with proper waste disposal practices; • Sites should be dealt with as illegal dumping sites by CDM.
Kouga	Humansdorp Hankey Patensie St Francis Bay	Humansdorp – application made Hankey – Yes Patensie – No St Francis – No	• Sites should be upgraded to comply with minimum standards; • LM to identify new transfer stations to be authorized by DEAT.
Koukamma	Louterwater Krakeelrivier Joubertina Coldstream Kareedouw Woodlands Clarkson	Woodlands -No Krakeelrivier – No Louterwater – No Misgund – No Kareedouw – No Clarkson – No Coldstream – application made Joubertina –Yes	• Access to be controlled; • Sites should be upgraded to comply with minimum standards; • Site management should be improved; • Volumes to be recorded.
Makana	Grahamstown Alicedale Riebeeck East	Grahamstown – Yes Alicedale – Yes Riebeeck East – Yes	• Improve access control; • Sites should be upgraded to comply with minimum standards; • Volumes to be recorded.
Ndlambe	Alexandria Bushman's River Mouth Kenton-on-Sea Bathurst Port Alfred	Alexandria – No Bushman's River -No Kenton-on-Sea - No Bathurst - No Port Alfred - Yes	• Sites should be upgraded to comply with minimum standards.
Sunday's River Valley	Kirkwood Langbos Sunland Paterson Glenconner	Kirkwood - No Langbos - Yes Sunland - Yes Paterson - Yes Glenconner - No	• Improve access control; • Cover waste regularly; • Formalize illegal scavenging; • LM should hire a TLB for part-time use; • Sites should be upgraded to comply with minimum standards. • Not managed in accordance with proper waste disposal practices.

ii) WASTE COLLECTION INFRASTRUCTURE

Municipality	Sufficient Vehicles	Vehicle Condition	Comments / Recommendation
Ikwezi	Yes	Some of the vehicles are old.	• Vehicle replacement plan required; • Savings / budget plan should be drafted.
Camdeboo	Yes	Good	• Vehicle replacement plan required; • Savings / budget plan should be drafted.
Blue Crane Route	Yes	Some of the vehicles are old.	• Vehicle replacement plan required; • Savings / budget plan should be drafted; • Regional landfill site will require the purchase of a designated landfill vehicle & skip loader.

Municipality	Sufficient Vehicles	Vehicle Condition	Comments / Recommendation
Baviaans	Yes	Some of the vehicles are old.	• Vehicle replacement plan required; • Savings / budget plan should be drafted; • Inclusion of ECDMA 10 will necessitate the purchase of additional waste collection vehicles.
Kouga	Yes	Some of the vehicles are old.	• Vehicle replacement plan required; • Savings / budget plan should be drafted.
Koukamma	Yes	Some of the vehicles are old.	• Vehicle replacement plan required; • Savings / budget plan should be drafted.
Makana	Yes	Some of the vehicles are old.	• Vehicle replacement plan required; • Savings / budget plan should be drafted.
Ndlambe	Yes	Some of the vehicles are old.	• Vehicle replacement plan required; • Savings / budget plan should be drafted.
Sundays River Valley	Yes	Some of the vehicles are old.	• Vehicle replacement plan required; • Savings / budget plan should be drafted; • Inclusion of ECDMA 10 will necessitate the purchase of additional waste collection vehicles.

iii) INSTITUTIONAL CAPACITY AND HUMAN RESOURCES

Municipality	Waste Management HR Capacity	Staff Requirements per site	Comments / Recommendations
Ikwezi	Limited or no personnel at disposal facilities.	• Gate guard; • Site supervisor / operator; • Litter pickers; • General workers; • Drivers.	• Training of municipal workers for specific tasks is required.
Camdeboo	Limited or no personnel at disposal facilities.	• Gate guard; • Site supervisor / operator; • Litter pickers; • General workers; • Drivers.	• Training of municipal workers for specific tasks is required.
Blue Crane Route	Limited or no personnel at disposal facilities.	• Gate guard; • Site supervisor / operator; • Litter pickers; • General workers; • Drivers.	• Training of municipal workers for specific tasks is required; • Establish a Waste Management Section within the LM.
Baviaans	Limited or no personnel at disposal facilities.	• Gate guard; • Site supervisor / operator; • Litter pickers; • General workers; • Drivers.	• Training of municipal workers for specific tasks is required.
Kouga	Limited or no personnel at disposal facilities.	• Gate guard; • Site supervisor / operator; • Litter pickers; • General workers; • Drivers.	• Training of municipal workers for specific tasks is required.
Koukamma	Limited or no personnel at disposal facilities.	• Gate guard; • Site supervisor / operator; • Litter pickers; • General workers; • Drivers.	• Training of municipal workers for specific tasks is required.

Municipality	Waste Management HR Capacity	Staff Requirements per site	Comments / Recommendations
Makana	Limited or no personnel at disposal facilities	• Site supervisor / operator for Riebeek East & Alicedale. • Environmental Cleaners.	• Training of municipal workers for specific tasks is required.
Ndlambe	Limited or no personnel at disposal facilities	• Gate guard; • Site supervisor / operator; • Litter pickers; • General workers; • Drivers.	• Training of municipal workers for specific tasks is required; • Establish a Waste Management Section within the LM.
Sunday's River Valley	Limited or no personnel at disposal facilities	• Gate guard; • Site supervisor / operator; • Litter pickers; • General workers; • Drivers.	• Training of municipal workers for specific tasks is required.

iv) FINANCIAL RESOURCES

Municipality	Status Quo	Comments / Recommendations
Ikwezi	Payment for services is low.	• Investigate a pre-paid system; • Financial investigation by LM to identify most cost effective & efficient service delivery mechanism.
Camdeboo	Payment for services is low.	• Investigate a pre-paid system; • Financial investigation by LM to identify most cost effective & efficient service delivery mechanism.
Blue Crane Route	Payment for services is low.	• Investigate a pre-paid system; • Financial investigation by LM to identify most cost effective & efficient service delivery mechanism.
Baviaans	Payment for services is low.	• Investigate a pre-paid system; • Financial investigation by LM to identify most cost effective & efficient service delivery mechanism.
Kouga	Payment for services is low.	• Investigate a pre-paid system; • Financial investigation by LM to identify most cost effective & efficient service delivery mechanism.
Koukamma	Payment for services is low.	• Investigate a pre-paid system; • Financial investigation by LM to identify most cost effective & efficient service delivery mechanism.
Makana	Payment for services is low.	• Investigate a pre-paid system; • Financial investigation by LM to identify most cost effective & efficient service delivery mechanism.
Ndlambe	Payment for services is low.	• Investigate a pre-paid system; • Financial investigation by LM to identify most cost effective & efficient service delivery mechanism.
Sunday's River Valley	Payment for services is low.	• Investigate a pre-paid system; • Financial investigation by LM to identify most cost effective & efficient service delivery mechanism.

v) DISSEMINATION OF INFORMATION / COMMUNICATION

The IWMP's suggests that each LM develop a Waste Information System to ensure effective waste management. This information will enable the LM to contribute to quarterly waste management workshops to be coordinated by the CDM. The aim of these workshops will be to capacitate and guide the LM's in effective waste management. Further, communities within the municipal area should be made aware of proper waste management techniques and the services offered by the LM.

vi) MANAGEMENT OF ILLEGAL ACTIVITIES

All nine IWMP's declare that illegal dumping is problematic across the District. The following recommendations are made to improve the situation on an LM level:

- Introduce a neighbourhood watch system that will aim to prevent illegal dumping;
- Deploy skips at strategic locations across towns and settlements;
- Clear all illegal dumping areas and take waste to properly established sites;
- Place skips in 'illegal dumping hot spot areas' and prohibitive notice boards;
- Develop a Medical Waste Stream Management Strategy to ensure the safe handling and disposal of medical waste.

vii) WASTE MINIMISATION

Eight out of the nine LM's within the Cacadu District do not have any formal recycling activities. This has been attributed the lack of available markets for recycled materials. The feasibility of establishing recycling centres at the main waste disposal sites should be investigated in conjunction with the distribution of recycling collection containers throughout towns and settlements.

Only Makana Municipality has formed a Municipal Private Partnership with some recyclers and the Department of Social Development to initiate the Masihlule Recycling Project.

Further, the reports suggest that the introduction of incentive schemes for in-house waste minimization for business should be investigated in each LM.

viii) RECOMMENDATIONS AND CONCLUSION

The IWMP's for each LM recommend the following be introduced to ensure effective and sustainable district-wide waste management:

Waste Information Systems should be implemented by each LM. The aim of this information system will be to provide all the necessary detail and information to the planning and implementation of waste management. Required information should include:

- permit status of disposal facilities;
- volumes of waste disposed of;
- condition of landfills / transfer stations;
- number and type of equipment;
- date of equipment purchase;

- operating and maintenance costs;
- proposed replacement date;
- type of service;
- number of service points (domestic, commercial and industrial);
- number of personnel involved etc.

Waste Management decisions concerning new equipment or services could then be based on accurate information. Some of the information in the IWMP's can serve as a basis for such Waste Information Systems. The above is regarded to be of the utmost importance to the District and the LMs.

The submitted IWMP's should be re-evaluated and expanded to form a detailed Operational Plan once information is available from the Waste Information System to ensure the accuracy of future planning. The following activities are recommended:

- Service levels should be work-shopped with the communities to obtain their views and inputs on the proposed upgrading of their received services and the associated cost implications;
- Community awareness campaigns should be implemented to educate the communities on responsible waste management;
- All LM's should promote recycling and / or waste minimization. The informal salvaging (scavenging) operations at landfill sites should be formalized to conform to approved waste management practices.

The above recommendations in conjunction with the section specific comments would ensure that the short term waste management requirements of the Cacadu Region are met. Once the Waste Information System per LM is implemented, the IWMP's should be re-evaluated and adjusted if required. Long term planning can them commence in a more responsible and informed fashion. This process will ensure that sound waste management is practiced in the Cacadu District.

4.3.2 WATER SERVICES DEVELOPMENT PLANS (WSDP)

To comply with the Water Services Act, a WSDP should be prepared as part of the IDP process. The WSDP is a sectoral plan that falls within the inter-sectoral umbrella plan of the IDP. All local municipalities within the District however, are Waster Services Authorities and as such responsible for the development of individual WSDPs. As such this summary provides a reflection on those primary issues contained within the WSDPs of the individual municipalities.

The Cacadu District Municipality (CDM) consists of 9 Local Municipalities spread over a vast geographical area. Due to the fact that the towns are spread over such a vast geographical area, the different LM's have vastly differing challenges with regards to the provision of water and sanitation services. The LM's situated along the coast e.g. Kouga and Ndlambe with high tourism inflows during the holiday seasons have vastly differing challenges to LM's such as Baviaans which does not have these seasonal inflows of consumers.

For this reason, it is pragmatic that the LM's with similar consumer water and sanitation usage patterns are grouped in this summary component of the IDP. This summary

intends to sketch an overall picture of the current situation within the LM's with regards the provision of water and sanitation services and to identify the gaps that exist.

4.3.2.1 SOCIO ECONOMIC FACTORS

In order for the Water Services Authority (WSA) (each local municipality) to provide a reliable service, it is required that the consumers are able to pay for services rendered to them. It is thus important that the "Economically Active" segment of the consumer group is employed. It is of concern that in some of the LM's the rate of unemployment is high making it difficult for the consumers to pay for services. The target set by LM's with respect to affordability of services, is for the monthly services bill to be in the order group of 10% of the family income. Thus an family earning R850 per month, should not be charged more than R85 for the month for water and sanitation services. The unemployment rate, or lack of employment opportunities makes the economically active sector leave the area to find employment in other centres, thus exacerbating the problem. In Ikwezi, this problem is evident in the negative population growth rate and an unemployment rate of 71%. The close proximity of Graaf-Reinett and Port Elizabeth entices the unemployed consumers to seek employment in these towns.

4.3.2.2 WATER SOURCES

Water Sources can be divided into 3 categories viz:

- Surface Water Sources
- Groundwater Sources, and
- External Sources (Purchased Water)

Each LM sources it water from one of these categories or a combination of these. The Table below summarises the sources for each LM

LM	Groundwater	Surface Water	Purchased
BAVIAANS	✓	-	(
BLUE CRANE ROUTE	(	-	(
CAMDEBOO	(	(	-
IKWEZI	(	(	-
KOUGA	(	(	(
KOUKAMMA	(	(	(
MAKANA	(	(	(
NDLAMBE	(	(	(
SRV	(	-	(

4.3.2.3 SERVICE LEVEL PROFILE – WATER

Since the aim of the LM's is to provide each consumer with a metered erf connection, it is clear from the summary below that a Gap currently exists to eradicate this backlog. The minimum RDP standard for water is a standpipe <200m from the consumer.

No of Erven

Local Municipality	Communal Standpipe < 200m	Communal Standpipe > 200m	Individual Connection - Metered	Individual Connection - Unmetered	Nothing
BAVIAANS	100	25	3326	485	144
BLUE CRANE ROUTE	120		8736		15
CAMDEBOO	50		10341		
FORMER DMA			425	84	
IKWEZI				2882	20
KOUGA	2450	903	21424	240	
KOU-KAMMA	57	750	3876	4559	
MAKANA		759	15999		
NDLAMBE	840		9630	612	125
SRV	1750	410	8310	1600	
Grand Total	**5367**	**2847**	**82067**	**10462**	**304**

Water :

- 5.3% of the consumer units within Cacadu are served with communal standpipes with a distance smaller than 200m
- 2.8% of the consumer units within Cacadu are served with communal standpipes with a distance greater than 200m
- 81.2% of the consumer units within Cacadu are served with individual metered erf connections
- 10.4% of the consumer units within Cacadu are served with individual unmetered erf connections
- 0.3% of the consumer units have no water services provision

4.3.2.4 SERVICE LEVEL PROFILE – SANITATION

Since the aim of the LM's is to provide each consumer with a full waterborne sanitation system, it is again clear from the summary below that a Gap currently exists to eradicate this backlog. The minimum RDP standard for sanitation is a VIP toilet.

No of Erven

Local Municipality	Bucket	Conservancy Tank	Nothing	Pit Latrine	Septic Tank	Small Bore	VIP	Waterborne
BAVIAANS	1561	102	130	4	449		351	1483
BLUE CRANE ROUTE	1723	825		15				6308
CAMDEBOO	53	165		217	1015	725		8216
FORMER DMA					78		84	347
IKWEZI	1430	606		20				846
KOUGA	3883	7122			2434	150		12148
KOU-KAMMA	621			807	1514	2676		3624
MAKANA	1483	443	759				2283	11790
NDLAMBE		5195		840	2446	3276	3785	3371
SRV	1100			3960	145		1043	5822
Grand Total	11854	14458	889	5863	8081	6827	7546	53955

Sanitation :

- 10.8% of the consumer units within Cacadu are served with buckets
- 13.2% of the consumer units within Cacadu are served with conservancy tanks
- 5.4% of the consumer units within Cacadu are served with pit latrines
- 7.4% of the consumer units within Cacadu are served with septic tanks
- 6.2% of the consumer units within Cacadu are served with a small bore sewer system
- 6.9% of the consumer units within Cacadu are served with VIP's
- 49.3% of the consumer units within Cacadu are served with waterborne sewer system
- 0.8% of the consumer units within Cacadu are not served any sanitation system

4.3.2.5 COASTAL WATER SERVICES AUTHORITIES (WSA'S)

As mentioned before, the 2 coastal WSA's in the Cacadu region, viz Kouga and Ndlambe have unique problems. These WSA's experience a major influx of holidaymakers placing enormous pressure on the WSA's resources. In Ndlambe for example, it is estimated that over a 5 year period the amount of water purchased from ACWB will increase from 576 Ml/year to 1044Ml/year to keep up with demand. This equates to an increase of ± 81.25%. This same scenario is playing itself out in the Kouga Municipality where the current figure of purchased water in Jeffreys Bay is 1913Ml/year which in 5 years time will increase to 3131.7Ml/year which is an increase of 63.7%. It is thus clear from the above, that the increased popularity of the coastal towns is having a major effect on the resources of the WSA. It is for this reason that in these areas, a moratorium is in place on development so as to properly plan for the increase in the number of consumers.

4.3.2.6 WATER CONSUMPTION IN THE CACADU REGION

The table below, is a summary of the current water consumption, and the estimated requirement in 5 years time.

Local Municipality	Current Consumption (Ml/year)	Consumption in 5 years (Ml/year
BAVIAANS	624	1142
BLUE CRANE ROUTE	1793	1907
CAMDEBOO	9592	10333
FORMER DMA	215	318
IKWEZI	1024	2001
KOUGA	6677	9806
KOU-KAMMA	731	3648
MAKANA	8205	14228
NDLAMBE	3209	5195
SRV	1521	4369
Grand Total	33 591	52 947

As can be seen the water demand in five years time will increase by 57.6% within the Cacadu region.

4.3.3 HOUSING DEVELOPMENT GUIDELINES

4.3.3.1 INTRODUCTION

Although the National Housing Act, Act 107 of 1997 requires that multi-year housing plans be prepared to facilitate housing development processes in terms of the IDP process, this requirement does not make any specific reference to the role of District Municipalities in the delivery of housing and by extension, the role in the preparation of a Housing Sector Plan for their area of jurisdiction. In light of this and in conjunction with the CDM's core function as a development facilitator providing support and capacity to Local Municipalities, one of the functions of the CDM in respect of housing is to perform an oversight function over Local Municipalities and provide guidance where necessary within the realm of housing delivery.

As pressure in the form of housing development will continue to exist within numerous settlements within the District, clear and concise guidelines are required to aid Local Municipalities within the District in terms of the planning and assessment of prospective housing developments, so as to ensure development contributes towards the principles of sustainable development as listed above.

It is in relation to such that broad based housing and settlement guidelines have been developed, the summary of which is reflected below.

4.3.3.2 HOUSING AND SETTLEMENT GUIDELINES

The CDM has developed housing and settlement guidelines in order to assist Local Municipalities on making decisions on the optimal arrangement of settlements based on the concepts of the settlement hierarchy policy as described in the SDF. (The comprehensive Settlement Planning and Housing Development Guidelines document is available from the CDM upon request). In essence the housing and settlement guidelines give substance to the settlement hierarchy policy in terms of interventions required in the spatial management of settlements in order to address current development scenarios.

The guidelines attempt to assist Local Municipalities in their planning of their respective settlements through :

- Illustrating the ideal spatial structure of each level of settlement.
- Stipulating criteria that can be used to determine the best location of land uses within each settlement.
- Stipulating possible actions in order to promote integration, sustainability, equity and efficiency.

4.3.3.3 DETERMINING THE FORM AND SUSTAINABILITY OF SETTLEMENTS

The current residential layout design process in South Africa is guided by :

- The neighbourhood concept, which although in itself a sound way of thinking, often leads to introverted placing of land uses which limits the ability of different neighbourhoods to share facilities. The specific application of the neighbourhood concept in South Africa also leads to the poor connection between different units.

- Attitudes and expectations of communities, decision makers and regulators.
- Exceptionally high spatial standards for different land uses, such as schools, based on the premise that each school could maintain its own sports facilities. Inappropriate space standards create long distances between facilities the implication of which is that low density and badly located residential areas become more reliant on the use of private vehicles.

These factors have lead to residential areas that are ill-suited to achieve the set goals of integration, higher densities, etc. They are suitable for high-income residents with a high level of private car ownership, but not for the majority of South Africans and are not conducive to achieving sustainable human settlements.

In order to achieve a quality environment for all a different approach has to be followed. This would entail the following :

- Designing from the inside out : Layout design has to take place from the inside out. This means that all steps of the design have to inform each other and that the first step should be the design of the house, which would dictate the design of the erf, which should dictate the design of the block, etc. Where funding for the housing is known and the design components can be controlled through efficient design, more efficient higher density residential settlements are possible. Once the nature and size of the house is known, the plots can be developed around this and the services and roads more finely and efficiently designed and installed.
- Making trade-offs : All layout planning is based on trade-offs. In the case of higher density housing the trade-offs should be guided by the need to increase the accessibility of residents and the need to save costs, especially for land and infrastructural services. Spatial trade-off refers to the effect of density on land and services costs and house costs and size. It also makes reference to the number of families the project can accommodate per unit area. More families within a project area, close to public amenities and places of employment is obviously an advantage over fewer families enjoying the advantage of accessibility and proximity to these important amenities.
- Building communities not houses : The relationship between housing and other land uses is important. The project site needs to be viewed as part and parcel of the general urban area rather than an individual housing project. In this way one allows for the integration of the new development and existing urban areas to balance out deficiencies in both. Housing is not about building houses but understanding the basic needs of communities to survive on limited resources, particularly the very poor. Locating these communities at some remote peripheral location at low densities actually traps them in a downward spiral of poverty.

4.3.3.4 IMPLICATIONS FOR SETTLEMENT PLANNING AND MANAGEMENT

The application of the principles of the settlement hierarchy policy along with those housing design criteria as listed above, implies that municipalities will be faced with making far reaching decisions in respect of settlements in their areas of jurisdiction some of which may include the following :

- Discourage the continued existence of settlements.
- Maintain current settlements and prevent these from expanding.
- Encourage active growth and expansion of settlements that meet acceptable criteria.

(A) Discourage the continued existence of settlements :

This would apply in cases where settlements are :

- To small to even warrant the basic provision of mobile facilities.
- To isolated to be cost effectively accessed and maintained by municipal officials and service divisions.
- Dependant on a local resource that has already been exhausted, e.g. abandoned mine or railway lines / station.

The appropriate strategy for such settlements could include the following :

- Encourage residents to relocate to more accessible and sustainable settlements through incentives and penalties.

In reality it would take a while to implement such a policy and this means that municipalities may well be required to continue to spend funds and allocate resources, albeit on a limited basis, to maintain facilities and repair critical equipment.

(B) Maintain current settlements and prevent these from expanding :

This would apply to settlements that cannot be closed down due to a variety of reasons including the following :

- Current natural resource base is still being exploited successfully to warrant the continuation of the settlement for a while longer.
- It may be possible for local residents / private business / local farmers to continue to maintain and repair services on behalf of municipalities on an agency basis.
- The settlement has a sufficiently large number of people who are reliant on the area in terms of livelihood.

The approach in reality will include the following options :

- Maintain current levels of service if they meet basic levels of service.
- Where services are below basic level, increase level to only basic requirements.
- Impose a strict "urban fence" whereby the settlement is not allowed to grow.
- Physical or outward extension outside of current boundary to be prohibited.
- Discourage population influx.
- Encourage new migrants and families to move to settlements earmarked for growth through incentives such as preferential land release, investment in services infrastructure, etc.

(C) Settlements to be assisted to grow :

This strategy should apply to small service centres / settlements and towns that have been earmarked for growth because of a number of reasons, including :

- Growth potential (Urban settlements, tourism nodes, economic potential based on local resource exploitation, i.e. agriculture, etc.
- Variety of functions already located within the settlements, e.g. municipal offices, government offices, community facilities, utilities.
- Transportation linkages.
- Land availability for expansion.

4.3.3.5 CONTEXTUALISATION OF POLICY GUIDELINES

To give further meaning to the strategies as listed beforehand, the tables overleaf attempt to contextualise the policy guidelines, as per the categorisation of settlement, in terms of:

- Guidelines for integration.
- Guidelines for sustainability.
- Guidelines for equality.
- Implications for development.

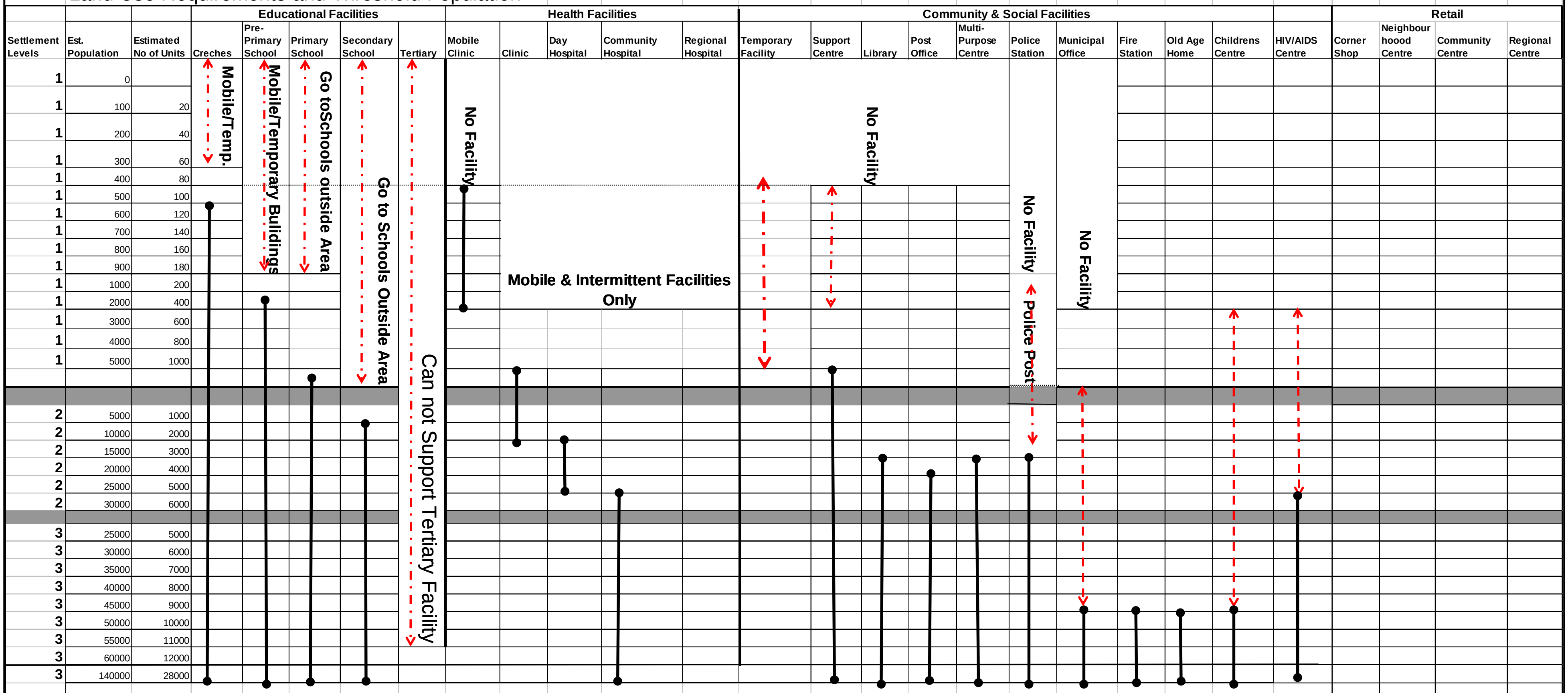
In addition a table has been provided (land use requirements and threshold population) in an attempt to assist Local Municipalities in their planning of their respective settlements. It is not intended to function as a "blueprint" for development, but rather to provide Local Municipalities with a platform from which to start to address development needs within the context of sustainability.

<table>
<tr><th colspan="3">GUIDELINES FOR LEVEL 1 SETTLEMENTS</th></tr>
<tr><td rowspan="2">Guidelines for Integration</td><td>Functional Integration</td><td>• Recycling of farm buildings for alternative uses, e.g. schools, community hall, etc.
• Multiple use of available buildings and structures, i.e. sharing of facilities.
• Use of mobile facilities, reliance on agency type delivery vehicles to provide services in remote areas.
• Relocation of communities from isolated and inaccessible settlements to better resourced areas.</td></tr>
<tr><td>Socio-Economic Integration</td><td>• Depending on the size, functionality and location of the settlement :
- Where applicable encourage different housing types, e.g. single storey, double, storey, walk-ups, etc.
- Concentration of social, educational, health and community facilities.
- Encourage preferential migration.</td></tr>
<tr><td colspan="3"></td></tr>
<tr><td rowspan="4">Guidelines for Sustainability</td><td>Environmental Sustainability</td><td>• Land suitable for agriculture protected against urban expansion.
• Development to be confined to “non-valuable” land and where possible developed at the highest possible residential density.
• Choice of sanitation and waste disposal methods to relate to affordability of beneficiary community in order that municipalities are in a position to effectively provide and maintain the services without a negative impact on the financial positioning of the municipality.
• Protect sensitive ecological systems by restricting development.
• Promote renewable energy sources, e.g. rain water harvesting, etc.</td></tr>
<tr><td>Social Sustainability</td><td>• Meet basic needs in accordance with constitutionally guaranteed rights.
• Ensure standard of services and costs related to the provision of services is affordable to the beneficiary community. Where it is uneconomic for the municipality to provide services consideration should be given to devolve responsibility to local co-operatives. Mobile services should be provided wherever possible.</td></tr>
<tr><td>Economic Sustainability</td><td>• Subject development decisions to economic benefit analysis by factoring in economic impacts and development indicators, both short and long terms, direct and indirect costs.
• Concentrate settlement into clusters that are big enough to justify the provision of adequate social and infrastructural facilities.</td></tr>
<tr><td>Technical Sustainability</td><td>• Service standards to be based on local needs and capacity for local maintenance.
• Adequate adjustment for affordability in all services designs taking into account consumers of the services and municipalities ability to provide the service.</td></tr>
<tr><td colspan="3"></td></tr>
<tr><td colspan="2">Guidelines for Equality</td><td>• Reduce disparities by providing infrastructure and facilities to disadvantaged areas.
• Integrated planning approach that moves away from a project based planning approach.</td></tr>
<tr><td colspan="3"></td></tr>
<tr><td colspan="2">Implications for Development</td><td>• Former Railway Settlements :
- Decision on how to service each settlement (within the level 1 parameters) should be informed by its proximity to the type of railway line (i.e. main line, regional line, freight line, narrow gauge line, other) and hence the line’s subsequent potential for the future.
- Based on above asses tourism, agricultural, commuter, freight potential.
- Unless it can be proven that settlements can grow to reach a significant scale discourage the growth of settlements.
- Retain and utilise existing residential units only. New buildings to be allowed only in exceptional circumstances.
- Only basic levels of services to be extended to area.
- Devolve responsibility for maintenance to local residents on a co-operative basis.
- No extension of bulk infrastructure to the area to be considered.
- Encourage communities from isolated settlements to relocate to selected settlements.

• Small Rural Settlements :
- Housing provision needs to be related to the capacity of the agricultural (rural) economy.
- Maximum utilisation of available agricultural land by developing residential areas at a high density to create concentrated residential settlements surrounded by rich agricultural land.
- Avoid making areas another growth phase for housing if this is better provided on urban or service centres in other Level 2 and 3 settlements.</td></tr>
<tr><td colspan="3"></td></tr>
</table>

<table>
<tr><th colspan="3">GUIDELINES FOR LEVEL 2 AND 3 SETTLEMENTS</th></tr>
<tr><td rowspan="2">Guidelines for Integration</td><td>Functional Integration</td><td>• Infill development.
• Recycling of land and buildings for alternative uses.
• Alternative housing designs.
• Activity corridors and nodes.
• Flexible land use zoning, e.g. social community clusters.</td></tr>
<tr><td>Socio-Economic Integration</td><td>• Mixed tenure housing, i.e. rental, freehold, sectional title, etc.
• Different housing types, i.e. single storey, double storey, walk-ups, detached, attached.
• Varied layout design (different erf sizes and densities) in order to attract and retain a whole range of housing beneficiaries to live in a single neighbourhood.</td></tr>
<tr><td colspan="3"></td></tr>
<tr><td rowspan="4">Guidelines for Sustainability</td><td>Environmental Sustainability</td><td>• Land suitable for agriculture to be protected against urban expansion.
• Agricultural land, where possible, to be excluded from the Urban Edge.
• Development to be confined to non-valuable land, and wherever possible, to be developed at the highest possible residential development density.
• Choice of sanitation and waste disposal methods to relate to affordability of beneficiary community to ensure that beneficiaries receiving services can afford to pay monthly service charges and that those municipalities are in a position to effectively provide and maintain the services without a negative impact on the financial positioning of the municipality.
• Protect sensitive ecological systems by restricting development in these areas and generate economic benefit.</td></tr>
<tr><td>Social Sustainability</td><td>• Meet basic needs in accordance with constitutionally guaranteed rights.
• Ensure that the standard of services and costs related to the provision of services is affordable to the beneficiary community and that they can be provided by the municipality efficiently and cost effectively.</td></tr>
<tr><td>Economic Sustainability</td><td>• Contain urban sprawl by limiting growth of settlements further away from CBD and closer to employment areas and accessible locations.
• Development of housing close to job opportunities and services and walkable communities where reliance on motorised transportation methods is reduced.
• Provide facilities for business initiatives and enterprises within residential neighbourhoods in appropriate locations.
• Subject development decisions to economic benefit analysis by factoring in economic impacts and development indicators both short and long term and direct and indirect costs.
• Revitalisation of downtown areas, main streets and neighbourhood centres.
• Build settlements around local resources and areas of economic opportunity.
• Concentrate settlements into clusters that are big enough to justify the provision of adequate social facilities, schools and retail centres.</td></tr>
<tr><td>Technical Sustainability</td><td>• Promote use of energy saving designs and renewable energy sources.
• Service standards to be based on local needs and capacity for local maintenance.
• Adequate adjustment for affordability in all service designs taking into account the consumers of the services and the municipality's ability to provide the service.</td></tr>
<tr><td colspan="3"></td></tr>
<tr><td colspan="2">Guidelines for Equality</td><td>• Reduce disparities by providing infrastructure and facilities to disadvantaged areas.
• Integrated planning approach that moves away from a project based planning approach.</td></tr>
<tr><td colspan="3"></td></tr>
<tr><td colspan="2">Implications for Development</td><td>• Growth potential of settlement to be assessed by focussing on the following elements :
- Guide housing delivery based on development potential and human needs index.
- Determine role of agriculture in sustaining the local economy to enable adequate planning to take place.
- Take advantage of comparative advantage offered by respective locations.
- Optimise on linkages and cluster related activities to maximise access and utilisation.</td></tr>
<tr><td colspan="3"></td></tr>
</table>

Land Use Requirements and Threshold Population



Retail	No. of Units	No. of Persons	Provision
Regional Centre	50000	250000	1 per 50000 units
Community Centre	20000	100000	1 per 20000 units
Neighbourhod Centre	4000	20000	1 per 4000 units
Corner Shop	300	1500	1 per 300 units
Spaza	50	100	1 per 50 units
Education			
Creche	1000	5000	1 per 250 units
Pre- Primary	1000	5000	1 per 250 units
Primary	800	4000	1 per 800 units
Secondary	2000	10000	1 per 2400 units
Tertiary	30000	150000	1 per 30000 units
Health			
Mobile Clinic	5000	25000	1 per < 5000 units
Clinic	5000	25000	1 per> 5000 units
Day Hospital	10000	50000	1 per 10000 units
Community Hospital	15000	75000	1 per 15000 units
Regional Hospital		0	
Hospice			
Social Cultural			

Social/Cultural	No. of Units	No. of Persons	Provision
Support Centre	400	2000	1 per 400 units
Public Worhsip	750	3750	1 per 750 units
Library	4000	20000	1 per 4000 units
Post Office	4000	20000	1 per 4000 units
Community Centre	4000	20000	1 per 4000 units
Police	4000	20000	1 per 4000 units
Municipal Offices	10000	50000	1 per 10000 units
Fire Station	15000	75000	1 per 15000 units
Childrens Home	10000	50000	1 per 10000 units
Old Age Home	10000	50000	1 per 10000 units
HIV/AIDS Centre	50000	250000	1 per 50000 units
Open Space			
Playground			< 500 units
Neighbourhood Park			1 per 2000 units
Sportsfield			1 per 1000 units
Community Park			1 per 4000 units
District Park			1 per 20000 units
Regional Park			1 per 50000 units

4.3.4 INTEGRATED TRANSPORTATION PLAN (ITP)

4.3.4.1 BACKGROUND

In terms of the National Land Transport Transition Act (Act 22 of 2000), (NLTTA), planning authorities are required to prepare an Integrated Transport Plan (ITP), which is to form a statutory component of the District's Integrated Development Plan (IDP). The current ITP is the initial ITP prepared by the District and covers the period 2005 to 2010.

In terms of the "Guidelines for Integrated Transport Plans in the Eastern Cape (Draft Revision 2 – 7 September 2004)" and for the purposes of land transport planning, District Municipalities are to be categorised as Type Two Planning Authorities. As such the Type Two planning authority is required to prepare a District Integrated Transport Plan (DITP) and is responsible for the preparation of transport plans for its entire area of jurisdiction. Local Municipalities may however by agreement, and if provided for in terms of applicable local government legislation, assist with such preparation.

4.3.4.2 RECOMMENDATIONS

Through the transport needs assessment as contained within the ITP, reference is made to two proposed primary public transport facilitating agents, namely :

- A Public Transport Strategy.
- A Transport Infrastructure Strategy.

(i) PUBLIC TRANSPORT STRATEGY

The CDM's public transport strategy is based on the goals and objectives of the Provincial White Paper on Transport for Sustainable Development which are listed as follows :

- Increased mobility to make it easier to travel to and from work, school and community services.
- Affordable public transport so that households do not spend more than 15% of their monthly income to travel to work, school and community services in a month.
- Improved accessibility so that all persons requiring public transport do not have to walk further than 2km to obtain a public transport service.
- Improved safety so that the accident rate for public transport vehicles is reduced by more roadworthy vehicles, safer driving by operators and increased law enforcement by the responsible authorities.
- More sustainable public transport system by reducing vehicle operating costs through improved road conditions and by increasing passenger utilisation of public transport services.

In order to realise the above, an Operating License Plan based on the Current Public Transportation Record (CPTR), which relates supply on existing routes with the demand for services on these routes, is being developed. This plan will guide the allocation of new Operating Licenses to routes by:

- Determining the legal and illegal operators on each route.
- Determining the number of licenses that should be issued for each route.
- Developing a plan to re-allocate redundant operators to under-supplied routes.
- Providing measures to remove redundant supply from routes.

The Plan will further determine the maximum number of routes which will be allocated to a vehicle. A critical component of the process will be the registration of all taxi operators in the Cacadu District. This will be necessary to update information in the Provincial Taxi registrar's database as well as target those operators that have not yet registered. This process must be carried out in close co-operation with the Provincial Department of Transport and the Provincial Operating License Board. In essence the operation will be a form of ring fencing to ensure that all legal and illegal operators form part of the process. The following actions are necessary to plan and implement the Operation License Strategy :

- Obtain political and industry buy-in.
- Determine evaluation criteria for issuance of route licenses.
- Determine optimum number of taxis for the Cacadu District.
- Document the operating license application procedure.
- Development of a co-ordinated law enforcement programme.

In addition to the above the ITP highlights the need to address the issue of scholar transportation within rural areas and broadly recommends that a subsidised school-bus system be re-introduced to the District.

(ii) TRANSPORT INFRASTRUCTURE STRATEGY

Through the ITP process it was proposed that the District should focus transportation related investment on facilities that will improve the mobility and accessibility of the District as a whole, especially in instances where disadvantaged communities would benefit. As a result the short terms strategy in relation to transportation related infrastructure is as follows :

- To improve essential routes in order to ease access related problems to isolated areas in addition to alleviating the problem of 'bakkie taxis'.
- To align planning process with that of the recapitalisation process.
- To ensure that the provision of new taxi ranks follow a systematic approach in order to avoid wastage of infrastructural related funds.

In addition to the above, mention has been within the ITP with regards to the improvement of rail infrastructure, but in the form of stating that appropriate investigations need to be initiated.

4.3.5 AREA BASED PLAN (ABP)

The CDM during the course of 2008 formulated an Area Based Plan (ABP) in conjunction with a Land Availability Audit (LAA) for the entire Cacadu District. An ABP is essentially a sector plan that addresses land related issues at a municipal level and is intended to form part of the IDP and SDF. A key component of the ABP is to outline core land reform objectives and strategies on a District level whilst simultaneously highlighting opportunities that will further unlock socio-economic potential and inform decision making at a municipal level.

In essence the ABP is comprised of four pillars, namely:

- Audit: Determine what the nature of the problems, issues and challenges are within the District with respect to land reform through a status quo description of:

  - Land ownership.
  - Land use and potential.
  - Land prices with respect to land use.
  - Development linkages.
  - Development applications.
  - Land demand and tenure needs.
- Assess: Assess the implication of this land and development information, both in terms of agrarian and human settlement needs and issues. The assessment will identify the impact that land reform has within the municipality, the extent to which it aligns with IDP objectives and determine the gaps that need to be addressed.
- Strategise: Develop a vision and strategies as to how the land reform programme in the municipality can:
  - Be guided to achieve the core objectives of the Department of Land Affairs (DLA).
  - Brought into line with the existing IDP and land use frameworks.
  - Help to address issues of equity, good governance, poverty alleviation and economic growth.
- Address: Be pro-active through the identification of practical land reform projects and interventions that can be implemented.

Based on information obtained from the audit and assessment pillars of the ABP, objectives and strategies have been formulated so as to aim for the implementation of relevant land reform targets. These are reflected in the table below.

OBJECTIVE	STRATEGIES	INTERVENTIONS
Objective 1: Sustainable Transfer of land to Previously Disadvantaged Communities	• Consider the financial feasibility and sustainability of the project • Consider the socio economic impact • Assess need • Ensure alignment of proper support systems	• LM"s to prepare detailed land reform needs and compile beneficiary lists • Implement a pre-scan project process on LM Level whereby the model for project assessment being implemented on individual project applications • Co-ordinate LM alignment of land reform assistance with District Land Reform Office • Assess the possibility of signing the land reform function to the IDP Office or Land and Housing portfolio
Objective 2: Co-ordination between Role Players and Stakeholders	• Identify all the stakeholders in the process • Identify stakeholder roles and responsibilities • Dedicate persons to oversee the co-ordination between the different state organs	• LM to attend District Land Reform Screening Committee meetings on a regular basis and identify Officials / Councillors to attend these meetings • Establish inter-governmental and inter-municipal working group to co-ordinate and facilitate various roles, responsibilities and budgets • Established working group to include commodity organisations and all role players within the agricultural sector • Clarify constitutional role of Local Government within the land reform process

OBJECTIVE	STRATEGIES	INTERVENTIONS
Objective 3: Scientific Methodology to Inform Land Purchase Decisions	• Develop and refine a model that informs land purchase decisions • Develop methodology to align beneficiaries to sustainable land reform projects	• Refine land reform assessment model as proposed by ABP • Implement electronic system at LM Level to use model for land reform applications • Refine key focus areas based on model application
Objective 4: Develop Support Structures	• Build capacity amongst officials to deal effectively with the demands of the land reform process • Create support structures for beneficiaries before land is transferred	• Identify role players in capacity building and putting tertiary programmes in place to support land reform programme • Interact with tertiary education facilities in the region, i.e. NMMU, to assist and support with training programmes and possible training qualifications for DLA planners and land reform implementers • Develop and implement programme for beneficiary support, training and after transfer service
Objective 5: Expand Agricultural Base	• Identify unproductive land with medium to high potential • Identify unproductive land that needs capital support • Consolidation of land to create viable units • Identify potential irrigation schemes	• Implement detailed assessment of key focus areas with emphasis on viability of existing farming units and possible identification for future reform • Implement an early warning system and direct communication channels between various commercial farming organisations to the Department of Land Affairs, identifying possible land transfer opportunities
Objective 6: Development and Training of beneficiaries and creating capacity amongst Government Officials	• Implement beneficiary training programmes • Ensure skills development for all beneficiaries • Ensure enhanced and accelerated capacity building of government officials	• Implement tertiary education programmes to build capacity in DLA and Project Manager Level • Align DLA initiatives to ensure accelerated beneficiary training and sustainability • Implementation of a farm manger database through tender processes and involvement of commodity organisations
Objective 7: Focus on economic development and job creation	• Prioritize projects with socio-economic spin-offs • Prioritise projects with high job creation potential	• Align LM IDP"s, SDF"s and LED"s with land reform process and ensure incorporation of strategies and projects to support land reform process • Identify and prioritise reform project with high economic sustainability and high level of beneficiaries per hectare
Objective 8: Protection of natural resources	• Consider sensitive biodiversity areas • Assess environmental impact of land reform • Encourage farming practices with low environmental impact • Prioritise protection against erosion	• Ensure incorporation of Provincial biodiversity plan and ABP proposals in LM and DM SDF"s • Link land identification and refinement of focus areas with Provincial biodiversity plan • Incorporate the protection of natural resources as part of the tertiary education programme and capacitation of beneficiaries

i) CDM Land Reform Targets

One of the primary objectives of the DLA is to redistribute 30% of white owned agricultural land by 2014 to previously disadvantaged communities for sustainable agricultural development. The table below indicates the total land area per Local Municipality, land area excluded from the 30% target (e.g. National Parks, etc) and the resultant land area remaining in possession of white commercial agriculture.

To date the Cacadu region has achieved redistribution amounting to 6.31% of the 30% target. This leaves an estimated 1333390 ha to be redistributed in the next six years, a highly improbable target.

Local Municipality	Land Area	Total Exclusions	Remaining Land Available (White Owned)	30% Target	Land Redistribution 1994- 2008	Remaining Target	%Achieved
Camdeboo	722993	206314	516678	155003	7605	147398	5.16%
Blue Crane Route	983557	176285	807271	242181	16274	225906	7.20%
Ikwezi	445313	73162	372151	111645	4310	107335	4.02%
Makana	437561	159089	278472	83541	13113	70428	18.62%
Ndlambe	184064	32362	151702	45510	4083	41427	9.86%
Sundays River Valley	350790	106207	244583	73375	16228	57146	28.40%
Baviaans	772706	120368	652338	195701	4990	190711	2.62%
Kouga	241941	51577	190363	57109	7890	49218	16.03%
Kou-Kamma	357371	56650	300720	90216	9609	80607	11.92%
District Managed Area	1328029	117324	1210704	363211	0	363211	0.00%
Totals	***5824329.81***	***1099341.92***	***4724987.89***	***1417496.37***	***84105.56***	***1333390.81***	***6.31%***

Table : Land reform targets

The table below illustrates various scenarios required to achieve the 30% target by 2014. At an estimated average price of R8 333 per ha escalating at 10% per annum the table indicates an approximate cost and budget necessary to achieve the target. The average price per hectare is based on the LRO 2008/9 budget and projects.

YEAR	2208	2009	2010	2011	2012	2013	2014	TOTAL
Scenario 1								
Hectare	18,000	226,506	226,506	226,556	226,506	226,506	226,506	1,377,036
Budget	150,000,000	2,000,803,000	2,120,851,180	2,248,102,251	2,382,988,386	2,525,967,689	2,677,525,750	14,106,238,256
Average ha price increased by 6%	8,333	8,833	9,363	9,925	10,521	11,152	11,821	
Scenario 2								
Hectare	18,000	27,000	54,000	108,000	216,000	432,000	576,000	1,431,000
Budget	150,000,000	238,500,000	505,620,000	1,071,914,400	2,272,458,528	4,817,612,079	6,808,891,739	15,864,996,746
Average ha price increased by 6%	8,333	8,833	9,363	9,925	10,521	11,152	11,821	
Scenario 3								
Hectare	18,000	27,000	40,500	60,750	91,125	136,688	205,031	579,094
Budget	150,000,000	238,500,000	393,525,000	649,316,250	1,071,371,813	1,767,763,491	2,916,809,760	7,187,286,313
Average ha price increased by 6%	8,333	8,833	9,363	9,925	10,521	11,152	11,821	

Table: Land reform target scenarios

- **Scenario 1**

In scenario 1 the remaining hectares were divided by 6 and the land price increased by 6%. This would give an indication of the scale of the task required in order to achieve the set 30% target. It is not realistic to expect this scenario to be workable as the redistribution output cannot be increased 12 times over and be retained at that level for 6 years.

- **Scenario 2**

Scenario 2 reflects a "*double up*" scenario. The previous year's achievement is doubled to the next year. This does not seem to be realistic, given budget and resource restrictions.

- **Scenario 3**

Scenario 3 proposes a more gradual approach where the previous year's achievements are surpassed by 50% each year. With this scenario only 42% of the target will be achieved by 2014. In order to implement Scenario 3, it is recommended that the existing staff and institutional capacity of the DLA be extended with the possible assistance and harnessing of private support in managing the process. In reality, the increase of a 50% budget allocation year-on-year would place significant strain on existing human resources and institutional capacity should therefore be directly linked to budget increases. It is clear from the calculated and required land reform targets and various scenarios as outlined that in order to achieve any of the scenarios, a substantial effort with respect to budget and institutional contribution should be made over the next 6 years. The reality is that existing systems and mechanisms are not adequate to deal with the task at hand. For the purpose of the ABP and short-term planning, it is recommended that as an interim mechanism, Scenario 3 be explored and developed. Based on increased institutional and financial capacity and possibly legislative adjustments and amendments, Scenario 2 and 1 should be explored in future.

Given the above, geographical focus areas have been determined in order to contribute to the sustainable land reform process within the Cacadu Disitrct. The determination of the focus areas were informed by four main determinants, namely:

- Physical Criteria for the determination of focus areas.
- Proactive Land Acquisition Strategy (PLAS) Program guidelines such as:
  - Settlement in a corridor along main roads in the province.
  - Consideration of the nodal development concept where certain towns are preferred for development based on infrastructural and efficiency criteria.
- Enterprise concentration, infrastructure and available support systems.
- Expansion of Municipal commonages.

The diagram on page 179 indicates the focus areas where the land reform process should be concentrated on as a result of the four main determinants as mentioned above. These focus areas do not indicate a specific border on a map but rather a focal point. The intention with the focus areas is not that the whole area should become a project and that all the land will have to be bought with for instance the PLAS Land Reform Program. It is envisaged that certain larger projects will be identified in these focus areas. These programs will then be developed within the ambit of the different Land Reform Programs. In addition a project evaluation model has been developed as part and parcel of the ABP process. Any potential land reform project should therefore be assessed in terms of the model so to assess its viability and sustainability.

The key focus areas are as follows:

- **Key Focus Area 1 : Humansdorp, Hankey and Patensie**

According to the situation analyses report this area is known for the production for dairy, citrus and vegetable farming. It is a well established farming area with the necessary

infrastructure to support the particular farming industries. The farming is intensive and the distance from the main markets is not excessive.

- **Key Focus Area 2 : Kirkwood, Addo and Lower Sundays River**

This area is well known as a Citrus producing area. The Citrus infrastructure and support industries are well developed. The area is closely situated to a major port which is important to the exporting of citrus products. This area covers a large proposed extension of irrigation scheme project which is initiated by DWAF. This project has the potential to enhance agricultural production in the area.

- **Key Focus Area 3 : Grahamstown, Alexandria and Port Alfred**

It is noted that this area seems to be fairly large. The reason in part is that larger farms are needed and that farming is not as intensive as with the other highly intensive areas. The area is well known for Dairy, Cattle and Pineapples. The supporting industries to these farming enterprises are well established. The area is bordered by three well established towns that supply the necessary infrastructure and markets for the farming enterprises.

- **Key Focus Area 4 : Somerset East and Cookhouse**

This area is known for the production of Wheat, Maize and Lucerne under irrigation. Sheep and Goats are also farmed under extensive conditions. Investigations into a large Sugarbeet project is at present ongoing and would be an ideal vehicle to establish emerging farmers. The town of Somerset East is well established and is supporting the farming community at present adequately. The area is some distance from the markets and this is something to take into consideration when detail project planning is being done.

- **Key Focus Area 5 : Graaff-Reinet and Jansenville**

The focus area is fairly large for farming is based on extensive animal husbandry which requires large areas of land. Area is well known for extensive goat and sheep farming.
The towns Graaff-Reinet and Jansenville are well established with well established support industries for goat and sheep farming, The area is some distance from the market (Port Elizabeth) for the farm products. This however is the nature for extensive farming areas. The focus area is following the main route between the two towns and Port Elizabeth.

CACADU DISTRICT: ABP FOCUS AREAS

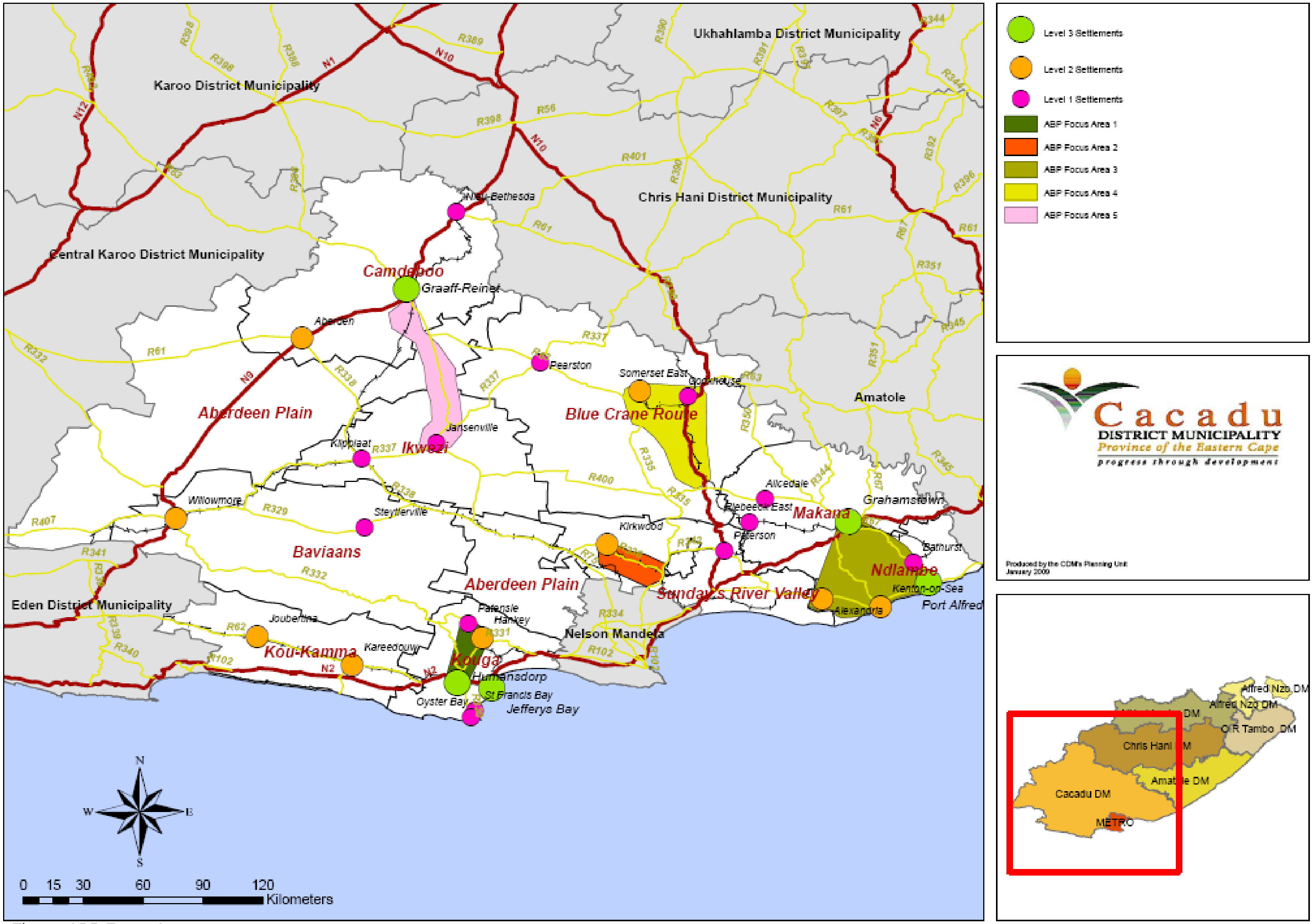


Figure: ABP Focus Areas

ii) LAND AVAILABILITY

Within the District, Local Municipalities are faced with enormous challenges, one of which is the identification of appropriate land in order to facilitate:

- Decisions on the optimal arrangement of settlements in space based on concepts of sustainable development, i.e. how to **best** be able to determine where certain developments (e.g. housing) and support services should be provided regardless of the status of land ownership.

Since 1994, the majority of state managed housing developments have been loosely dictated to by localities where either land is the cheapest or where land falls under state ownership. Unfortunately these two criteria do not satisfy the principles of sustainable development which dictates the optimal arrangements of settlements in space.

In order to start to effectively implement the policy directives of the settlement hierarchy policy, the housing and settlement guidelines and the rural development guidelines, the CDM undertook a Land Availability Audit (LAA) within the District in conjunction with the ABP process. The premise behind the LAA was to view potential land for development not from non-sustainable confined criteria (e.g. only state owned land), but from a perspective where land is firstly identified according to its strategic importance in ensuring sustainable development regardless of land ownership status (i.e. private, state, etc).

Given the extensive work done in the LAA along with the analysis of housing demand in the various settlements of Cacadu, policy recommendations can now be made with respect to the implementation of Government funding, housing and associated infrastructure which needs to be based on the settlement hierarchy model as detailed in the CDM's Spatial Development Framework (SDF) along with the channelling of scarce resources in areas or locations of highest return.

It is accepted that the provision of subsidised housing by Government with associated infrastructure and social facilities are the biggest contributor to Government and State subsidised investment in the District. In order to channel this investment in a structured and well-planned manner, based on the settlement hierarchy principles, the LAA assessed the need for housing as identified by the varying Local Municipality IDPs and SDFs. The following table outlines subsidised housing demand for the Local Municipalities within Cacadu and land identified through the LM SDF and IDP processes for this purpose. Relative densities are expressed, in most cases, based on SDF proposals with minor adjustments to adhere to the principles of densification and integration. Therefore, the densities and possible housing carrying capacity for land units vary from 50 units per ha to 15 units per ha.

LM	TOWN / SETTLEMENT	SETTLEMENT LEVEL (REVISED)	HOUSING DEMAND (SHORT / MEDIUM TERM- SDF / IDP)	LAND IDENTIFIED BY SDF (ha)	UNITS AT OPTIMAL DENSITY	OVER / UNDER PROVISION
Makana	Riebeeck East	Level 1	450	9.93	298	-152
	Alicedale	Level 1	450	37.07	1112	662
	Grahamstown	Level 3	12000	792.34	23770	11770
	Total		**12900**	**839.34**	**25180**	**12280**
Kouga	Jeffrey's Bay	Level 3	3390	136.75	4103	713
	Humansdorp	Level 3	3720	526.11	15783	12063
	Hankey	Level 2	1840	105.39	3162	1322
	Patensie	Level 1	740	37.02	463	-277
	Loerie	Level 1	410	26.21	786	376
	Thornhill	Level 1	500	39.98	1199	699
	Oyster Bay	Level 1				
	St Francis	Level 1	840	86.95	2609	1769
	Total		**11440**	**958.41**	**28105**	**16665**
Kou Kamma	Clarkson / Mfengu	Level 1	200	79.59	2388	2188
	Coldstream	Level 1	31	44.06	1322	1291
	Krakeel Rivier	Level 1	200	14.16	425	225
	Louterwater	Level 1	77	13.18	395	318
	Misdund	Level 1	61	33.53	1006	945
	Sandrif / Thornham	Level 1	200	51.61	1548	1348
	Storms River	Level 1	83	11.3	339	256
	Woodlands	Level 1	237	64.03	1921	1684
	Eerste Rivier	Level 1	149	7.18	215	66
	Joubertina	Level 2	245	54.57	1637	1392
	Kareedouw	Level 2	220	168.22	5047	4827
	Total		**1703**	**541.43**	**16243**	**14540**
Baviaans	Steytlerville	Level 1	380	1134.83	32488	32108
	Willowmore	Level 2	380	92.55	1460	1080
	Total		**760**	**1227.38**	**33948**	**33188**
Ikwezi	Jansenville	Level 1	1000	222.58	6677	5677
	Waterford	Level 1	150	0	0	-150
	Klipplaat	Level 1	425	16.9	507	82
	Total		**1575**	**239.48**	**7184**	**5609**
Camdeboo	Graaff-Reinet	Level 3	975	478.2	14346	13371
	Aberdeen	Level 2	400	65.48	1964	1564
	Nieu-Bethesda	Level 1	400	13.71	411	11
	Total		**1775**	**557.39**	**16722**	**14947**
Sunday's River Valley	Kirkwood	Level 2	1480	73.43	2203	723
	Addo	Level 1	1710	161.11	4787	3077
	Paterson	Level 1	900	81.58	2447	1547
	Total		**4090**	**316.12**	**9438**	**5348**
Ndlambe	Port Alfred	Level 3	4431	329.26	13402	8971
	Alexandria	Level 2	830	273.77	10985	10155
	Bathurst	Level 1	472	57.69	2389	1917
	Kenton on Sea	Level 2	1606	165.62	6695	5089
	Boknes / Canon Rocks	Level 1		3.99	160	160
	Total		**7339**	**830.33**	**33630**	**26291**
LM	**TOWN / SETTLEMENT**	**SETTLEMENT LEVEL (REVISED)**	**HOUSING DEMAND (SHORT /**	**LAND IDENTIFIED BY SDF (ha)**	**UNITS AT OPTIMAL DENSITY**	**OVER / UNDER PROVISION**

			MEDIUM TERM- SDF / IDP)			
Blue Crane Route	Somerset East	Level 2	1800	36.41	1092	-708
	Pearston	Level 1	650	4.65	410	-510
	Cookhouse	Level 1	203	63.55	1907	1704
	Total		**2653**	**104.61**	**3138**	**485**
TOTALS			**44235**	**5614.49**	**173589**	**129354**

Land demand- Subsidised Housing

Based on the revised settlement hierarchy, and within the assumption that the relevant gross densities for sustainable land management are used, the following key observations are made:

- Housing demand and land identified are based on subsidised housing, and exclude private development initiatives.
- Calculations for land demand are based on subsidised housing in the various LMs and urban areas. Optimal density is based on approximately 30 units per ha (this varies within the LM's based on SDF proposals), with a net residential opportunity size of 250m2, allowing for 25% of land for non-residential purposes.
- Level 3 settlements, based on identified land for future expansion, can accommodate approximately 71 000 subsidised housing units. This represents a wide range of housing topologies as per SDF proposals.
- Adequate land as been identified in Level 2 settlements to accommodate approximately 34 000 subsidised houses.
- Approximately 160% of the existing housing demand (44 000) can be accommodated in Level 3 settlements alone. Noting that land identified in Level 3 settlements at an optimum density of 30 units per ha can accommodate 71 000 subsidised housing units.
- Based on the settlement hierarchy and the proposals that investments should take place in areas of highest return and opportunity, it is noted that from a broad settlement perspective, the investment relating to housing delivery and services should be prioritised in Level 3 and 2 settlements. Land identified and available through SDF planning initiatives in these areas are adequate to address the medium to long term housing requirements within the District.
- Areas where land identification results in an under-supply to accommodate future housing needs, with specific reference to Level 2 settlements, should be re-assessed and revised as part of the SDF review processes.
- Investment and land acquisition, in the case of privately owned land, in Level 3 settlements should be prioritised to maximize existing resources in these settlements and promote the future settlement in these locations.
- The second priority for settlement allocation and resource distribution should be in the Level 2 settlements and investment in Level 1 settlements should be based on the provision of basic services as per the Constitution, only.
- Ultimate and sustainable residential densities and housing topologies are supported on a National basis through various Government policies and legislative requirements. The principle of densification, prevention of urban sprawl and settlement of areas of optimum return should be promoted on Provincial, District and Local Level.
- The provision of housing in these prioritised areas (Level 3 and Level 2 settlements) should be done holistically within the parameters of sustainable

development, including a wide range of housing topologies, social services, infrastructure provision and commercial and job creation facilities.

4.3.6 COMPREHENSIVE INFRASTRUCTURE PLANS

Comprehensive Infrastructure Plans (CIPs), as initiated by DPLG, are in the process of being developed for each Local Municipality within the Cacadu District. The overriding purpose of CIPs is to develop a platform which will serve as a single process for all tiers of government with respect to infrastructure provision / service delivery. To date, phase one of the CIP development has been completed. The outcomes of phase one, i.e. draft monetary requirements to address infrastructural backlogs, per Local Municipality are reflected in the tables overleaf.

MAKANA

10 Intervention	11 TotalAmount	12 01-Mar-09	13 01-Mar-10	14 01-Mar-11	15 29-Feb-12	16 28-Feb-13	17 28-Feb-14	18 28-Feb-15	19 28-Feb-16
Housing	**R 368,900,000**	**R 59,108,200**	**R 74,219,000**	**R 52,537,800**	**R 45,000,000**	**R 41,060,000**	**R 22,500,000**	**R 20,000,000**	**R -**
Water Backlogs	R 2,454,000	R 2,454,000	R -	R -	R -	R -	R -	R -	R -
Water Refurbishment	R 15,000,000	R 2,000,000	R 2,000,000	R 2,000,000	R 3,000,000	R 2,000,000	R 2,000,000	R 1,000,000	R 1,000,000
Water Bulk	R 25,888,205	R 4,040,630	R 14,062,000	R 6,098,575	R 500,000	R 500,000	R 500,000	R 187,000	R -
Water Treatment Works	R 26,000,000	R 5,000,000	R 5,000,000	R 5,000,000	R 5,000,000	R 6,000,000	R -	R -	R -
	R 69,342,205	**R 13,494,630**	**R 21,062,000**	**R 13,098,575**	**R 8,500,000**	**R 8,500,000**	**R 2,500,000**	**R 1,187,000**	**R 1,000,000**
Sanitation Backlogs	R 70,955,732	R 21,500,000	R 19,699,324	R 7,396,408	R 5,000,000	R 5,000,000	R 5,000,000	R 5,000,000	R 2,360,000
Sanitation Refurbishment	R 31,500,000	R 4,500,000	R 4,500,000	R 4,500,000	R 4,000,000	R 3,500,000	R 3,500,000	R 3,500,000	R 3,500,000
Sanitation Bulk	R 15,000,000	R 7,500,000	R 7,500,000	R -	R -	R -	R -	R -	R -
Sanitation Treatment Works	R 41,000,000	R 7,000,000	R 17,000,000	R 10,000,000	R 7,000,000	R -	R -	R -	R -
	R 158,455,732	**R 40,500,000**	**R 48,699,324**	**R 21,896,408**	**R 16,000,000**	**R 8,500,000**	**R 8,500,000**	**R 8,500,000**	**R 5,860,000**
Roads: new	R 161,200,000	R 27,000,000	R 26,000,000	R 25,000,000	R 25,000,000	R 25,800,000	R 18,300,000	R 14,100,000	R -
Roads: upgrading	R -	R -	R -	R -	R -	R -	R -	R -	R -
Taxi facilities	R -	R -	R -	R -	R -	R -	R -	R -	R -
Roads: maintenance	R -	R -	R -	R -	R -	R -	R -	R -	R -
	R 161,200,000	**R 27,000,000**	**R 26,000,000**	**R 25,000,000**	**R 25,000,000**	**R 25,800,000**	**R 18,300,000**	**R 14,100,000**	**R -**
Electricity Backlogs	R -	R -	R -	R -	R -	R -	R -	R -	R -
Electricity Refurbishment	R -	R -	R -	R -	R -	R -	R -	R -	R -
Electricity Distribution	R -	R -	R -	R -	R -	R -	R -	R -	R -
Electricity Substations	R -	R -	R -	R -	R -	R -	R -	R -	R -
	R -	**R -**	**R -**	**R -**	**R -**	**R -**	**R -**	**R -**	**R -**
	R 757,897,937	**R 140,102,830**	**R 169,980,324**	**R 112,532,783**	**R 94,500,000**	**R 83,860,000**	**R 51,800,000**	**R 43,787,000**	**R 6,860,000**

IKWEZI

Intervention	TotalAmount	01-Mar-09	01-Mar-10	01-Mar-11	29-Feb-12	28-Feb-13	28-Feb-14	28-Feb-15	28-Feb-16
Housing	**R 39,060,000**	**R 4,240,000**	**R 7,810,000**	**R 7,810,000**	**R 7,810,000**	**R 7,810,000**	**R 3,550,000**	**R -**	**R -**
Water Backlogs	R 19,140,000	R 2,080,000	R 3,830,000	R 3,830,000	R 3,830,000	R 3,830,000	R 1,740,000	R -	R -
Water Refurbishment	R -	R -	R -	R -	R -	R -	R -	R -	R -
Water Bulk	R 17,390,000	R 1,890,000	R 3,480,000	R 3,480,000	R 3,480,000	R 3,480,000	R 1,580,000	R -	R -
Water Treatment Works	R 7,000,000	R 3,820,000	R 3,180,000	R -	R -	R -	R -	R -	R -
	R 43,530,000	**R 7,790,000**	**R 10,490,000**	**R 7,310,000**	**R 7,310,000**	**R 7,310,000**	**R 3,320,000**	**R -**	**R -**
Sanitation Backlogs	R 31,880,000	R 3,460,000	R 6,380,000	R 6,380,000	R 6,380,000	R 6,380,000	R 2,900,000	R -	R -
Sanitation Refurbishment	R -	R -	R -	R -	R -	R -	R -	R -	R -
Sanitation Bulk	R -	R -	R -	R -	R -	R -	R -	R -	R -
Sanitation Treatment Works	R -	R -	R -	R -	R -	R -	R -	R -	R -
	R 31,880,000	**R 3,460,000**	**R 6,380,000**	**R 6,380,000**	**R 6,380,000**	**R 6,380,000**	**R 2,900,000**	**R -**	**R -**
Roads: new	R 27,290,000	R 18,760,000	R 8,530,000	R -	R -	R -	R -	R -	R -
Roads: upgrading	R -	R -	R -	R -	R -	R -	R -	R -	R -
Taxi facilities	R -	R -	R -	R -	R -	R -	R -	R -	R -
Roads: maintenance	R -	R -	R -	R -	R -	R -	R -	R -	R -
	R 27,290,000	**R 18,760,000**	**R 8,530,000**	**R -**	**R -**	**R -**	**R -**	**R -**	**R -**
Electricity Backlogs	R -	R -	R -	R -	R -	R -	R -	R -	R -
Electricity Refurbishment	R -	R -	R -	R -	R -	R -	R -	R -	R -
Electricity Distribution	R -	R -	R -	R -	R -	R -	R -	R -	R -
Electricity Substations	R -	R -	R -	R -	R -	R -	R -	R -	R -
	R -	**R -**	**R -**	**R -**	**R -**	**R -**	**R -**	**R -**	**R -**
	R 141,760,000	**R 34,250,000**	**R 33,210,000**	**R 21,500,000**	**R 21,500,000**	**R 21,500,000**	**R 9,770,000**	**R -**	**R -**

BLUE CRANE ROUTE

Intervention	TotalAmount	01-Mar-09	01-Mar-10	01-Mar-11	29-Feb-12	28-Feb-13	28-Feb-14	28-Feb-15	28-Feb-16
Housing	**R 52,400,245**	**R 14,078,813**	**R 20,176,416**	**R 16,418,821**	**R 4,271,195**	**R -**	**R -**	**R -**	**R -**
Water Backlogs	R 3,829,999	R 3,829,999	R -	R -	R -	R -	R -	R -	R -
Water Refurbishment	R 60,000,000	R 7,000,000	R 7,000,000	R 7,000,000	R 7,000,000	R 7,000,000	R 7,000,000	R 7,000,000	R 11,000,000
Water Bulk	R 3,770,000	R 1,000,000	R 2,770,000	R -	R -	R -	R -	R -	R -
Water Treatment Works	R 25,000,000	R 5,500,000	R 7,500,000	R 5,000,000	R 4,000,000	R 3,000,000	R -	R -	R -
	R 92,599,999	**R 17,329,999**	**R 17,270,000**	**R 12,000,000**	**R 11,000,000**	**R 10,000,000**	**R 7,000,000**	**R 7,000,000**	**R 11,000,000**
Sanitation Backlogs	R 15,137,000	R 11,487,000	R 2,650,000	R 1,000,000	R -	R -	R -	R -	R -
Sanitation Refurbishment	R 34,000,000	R 4,000,000	R 4,000,000	R 4,000,000	R 4,000,000	R 4,000,000	R 4,000,000	R 5,000,000	R 5,000,000
Sanitation Bulk	R 14,700,000	R 8,200,000	R 6,500,000	R -	R -	R -	R -	R -	R -
Sanitation Treatment Works	R 27,000,000	R 5,000,000	R 8,500,000	R 8,500,000	R 2,500,000	R 2,500,000	R -	R -	R -
	R 90,837,000	**R 28,687,000**	**R 21,650,000**	**R 13,500,000**	**R 6,500,000**	**R 6,500,000**	**R 4,000,000**	**R 5,000,000**	**R 5,000,000**
Roads: new	R 173,000,000	R 32,500,000	R 32,500,000	R 30,000,000	R 20,000,000	R 20,000,000	R 20,000,000	R 18,000,000	R -
Roads: upgrading	R -	R -	R -	R -	R -	R -	R -	R -	R -
Taxi facilities	R -	R -	R -	R -	R -	R -	R -	R -	R -
Roads: maintenance	R -	R -	R -	R -	R -	R -	R -	R -	R -
	R 173,000,000	**R 32,500,000**	**R 32,500,000**	**R 30,000,000**	**R 20,000,000**	**R 20,000,000**	**R 20,000,000**	**R 18,000,000**	**R -**
Electricity Backlogs	R -	R -	R -	R -	R -	R -	R -	R -	R -
Electricity Refurbishment	R -	R -	R -	R -	R -	R -	R -	R -	R -
Electricity Distribution	R -	R -	R -	R -	R -	R -	R -	R -	R -
Electricity Substations	R -	R -	R -	R -	R -	R -	R -	R -	R -
	R -	**R -**	**R -**	**R -**	**R -**	**R -**	**R -**	**R -**	**R -**
	R 408,837,244	**R 92,595,812**	**R 91,596,416**	**R 71,918,821**	**R 41,771,195**	**R 36,500,000**	**R 31,000,000**	**R 30,000,000**	**R 16,000,000**

KOUGA

Intervention	TotalAmount	01-Mar-09	01-Mar-10	01-Mar-11	29-Feb-12	28-Feb-13	28-Feb-14	28-Feb-15	28-Feb-16
Housing	**R 598,052,000**	**R 74,000,000**	**R 72,680,000**	**R 67,020,000**	**R 61,360,000**	**R 59,000,000**	**R 43,974,200**	**R 30,000,000**	**R -**
Water Backlogs	R 26,836,000	R 8,326,000	R 9,010,000	R 7,000,000	R 2,500,000	R -	R -	R -	R -
Water Refurbishment	R 22,900,800	R 3,000,000	R 3,000,000	R 3,000,000	R 3,000,000	R 3,000,000	R 3,000,000	R 3,000,000	R 1,900,800
Water Bulk	R 25,040,000	R 15,000,000	R 4,040,000	R 5,000,000	R 1,000,000	R -	R -	R -	R -
Water Treatment Works	R 13,934,000	R 934,000	R 3,000,000	R 5,750,000	R 4,250,000	R -	R -	R -	R -
	R 88,710,800	**R 27,260,000**	**R 19,050,000**	**R 20,750,000**	**R 10,750,000**	**R 3,000,000**	**R 3,000,000**	**R 3,000,000**	**R 1,900,800**
Sanitation Backlogs	R 37,718,385	R 27,718,385	R 10,000,000	R -	R -	R -	R -	R -	R -
Sanitation Refurbishment	R 50,750,000	R 6,650,000	R 11,600,000	R 7,500,000	R 5,000,000	R 5,000,000	R 5,000,000	R 5,000,000	R 5,000,000
Sanitation Bulk	R 39,665,000	R 9,100,000	R 8,700,000	R 6,000,000	R 5,000,000	R 5,000,000	R 5,000,000	R 865,000	R -
Sanitation Treatment Works	R 56,593,000	R 14,593,000	R 19,000,000	R 7,000,000	R 9,000,000	R 7,000,000	R -	R -	R -
	R 184,726,385	**R 58,061,385**	**R 49,300,000**	**R 20,500,000**	**R 19,000,000**	**R 17,000,000**	**R 10,000,000**	**R 5,865,000**	**R 5,000,000**
Roads: new	R 156,217,000	R 25,717,000	R 25,750,000	R 24,750,000	R 20,000,000	R 20,000,000	R 20,000,000	R 20,000,000	R -
Roads: upgrading	R -	R -	R -	R -	R -	R -	R -	R -	R -
Taxi facilities	R -	R -	R -	R -	R -	R -	R -	R -	R -
Roads: maintenance	R -	R -	R -	R -	R -	R -	R -	R -	R -
	R 156,217,000	**R 25,717,000**	**R 25,750,000**	**R 24,750,000**	**R 20,000,000**	**R 20,000,000**	**R 20,000,000**	**R 20,000,000**	**R -**
Electricity Backlogs	R -	R -	R -	R -	R -	R -	R -	R -	R -
Electricity Refurbishment	R -	R -	R -	R -	R -	R -	R -	R -	R -
Electricity Distribution	R -	R -	R -	R -	R -	R -	R -	R -	R -
Electricity Substations	R -	R -	R -	R -	R -	R -	R -	R -	R -
	R -	**R -**	**R -**	**R -**	**R -**	**R -**	**R -**	**R -**	**R -**
	R 1,027,706,185	**R 185,038,385**	**R 166,780,000**	**R 133,020,000**	**R 111,110,000**	**R 99,000,000**	**R 76,974,200**	**R 58,865,000**	**R 6,900,800**

CAMDEBOO

Intervention	TotalAmount	01-Mar-09	01-Mar-10	01-Mar-11	29-Feb-12	28-Feb-13	28-Feb-14	28-Feb-15	28-Feb-16
Housing	**R 684,991,800**	**R 71,110,000**	**R 80,000,000**	**R 85,000,000**	**R 80,231,800**	**R 60,000,000**	**R 50,000,000**	**R 50,000,000**	**R -**
Water Backlogs	R 569,691	R 569,691	R -	R -	R -	R -	R -	R -	R -
Water Refurbishment	R 20,000,000	R 5,000,000	R 5,000,000	R 3,500,000	R 2,500,000	R 1,500,000	R 1,500,000	R 1,000,000	R -
Water Bulk	R 9,000,000	R 4,000,000	R 5,000,000	R -	R -	R -	R -	R -	R -
Water Treatment Works	R 8,500,000	R 4,500,000	R 2,000,000	R 2,000,000	R -	R -	R -	R -	R -
	R 38,069,691	**R 14,069,691**	**R 12,000,000**	**R 5,500,000**	**R 2,500,000**	**R 1,500,000**	**R 1,500,000**	**R 1,000,000**	**R -**
Sanitation Backlogs	R 9,500,000	R 500,000	R 1,500,000	R 1,500,000	R 1,500,000	R 1,500,000	R 1,000,000	R 1,000,000	R 1,000,000
Sanitation Refurbishment	R 13,000,000	R 2,500,000	R 3,000,000	R 2,500,000	R 2,000,000	R 1,000,000	R 1,000,000	R 500,000	R 500,000
Sanitation Bulk	R 5,000,000	R 2,500,000	R 2,500,000	R -	R -	R -	R -	R -	R -
Sanitation Treatment Works	R 19,500,000	R -	R 5,500,000	R 7,000,000	R 3,500,000	R 3,500,000	R -	R -	R -
	R 47,000,000	**R 5,500,000**	**R 12,500,000**	**R 11,000,000**	**R 7,000,000**	**R 6,000,000**	**R 2,000,000**	**R 1,500,000**	**R 1,500,000**
Roads: new	R 142,000,000	R 27,000,000	R 30,000,000	R 30,000,000	R 21,000,000	R 14,000,000	R 10,000,000	R 10,000,000	R -
Roads: upgrading	R -	R -	R -	R -	R -	R -	R -	R -	R -
Taxi facilities	R -	R -	R -	R -	R -	R -	R -	R -	R -
Roads: maintenance	R -	R -	R -	R -	R -	R -	R -	R -	R -
	R 142,000,000	**R 27,000,000**	**R 30,000,000**	**R 30,000,000**	**R 21,000,000**	**R 14,000,000**	**R 10,000,000**	**R 10,000,000**	**R -**
Electricity Backlogs	R -	R -	R -	R -	R -	R -	R -	R -	R -
Electricity Refurbishment	R -	R -	R -	R -	R -	R -	R -	R -	R -
Electricity Distribution	R -	R -	R -	R -	R -	R -	R -	R -	R -
Electricity Substations	R -	R -	R -	R -	R -	R -	R -	R -	R -
	R -	**R -**	**R -**	**R -**	**R -**	**R -**	**R -**	**R -**	**R -**
	R 912,061,491	**R 117,679,691**	**R 134,500,000**	**R 131,500,000**	**R 110,731,800**	**R 81,500,000**	**R 63,500,000**	**R 62,500,000**	**R 1,500,000**

SUNDAYS RIVER VALLEY

Intervention	TotalAmount	01-Mar-09	01-Mar-10	01-Mar-11	29-Feb-12	28-Feb-13	28-Feb-14	28-Feb-15	28-Feb-16
Housing	**R 286,136,200**	**R 12,980,000**	**R 58,040,000**	**R 65,710,000**	**R 58,550,000**	**R 26,470,000**	**R 13,450,000**	**R 16,930,000**	**R -**
Water Backlogs	R 19,180,000	R 1,010,000	R 14,680,000	R 3,490,000	R -	R -	R -	R -	R -
Water Refurbishment	R 8,540,000	R 3,130,000	R 5,410,000	R -	R -	R -	R -	R -	R -
Water Bulk	R 23,500,000	R 650,000	R 17,840,000	R 5,010,000	R -	R -	R -	R -	R -
Water Treatment Works	R 24,500,000	R 2,790,000	R 17,450,000	R 4,260,000	R -	R -	R -	R -	R -
	R 75,720,000	**R 7,580,000**	**R 55,380,000**	**R 12,760,000**	**R -**	**R -**	**R -**	**R -**	**R -**
Sanitation Backlogs	R 52,290,000	R 19,630,000	R 24,030,000	R 8,630,000	R -	R -	R -	R -	R -
Sanitation Refurbishment	R 6,500,000	R -	R 6,500,000	R -	R -	R -	R -	R -	R -
Sanitation Bulk	R -	R -	R -	R -	R -	R -	R -	R -	R -
Sanitation Treatment Works	R 17,000,000	R 3,000,000	R 14,000,000	R -	R -	R -	R -	R -	R -
	R 75,790,000	**R 22,630,000**	**R 44,530,000**	**R 8,630,000**	**R -**	**R -**	**R -**	**R -**	**R -**
Roads: new	R 388,000,000	R 4,490,000	R 23,510,000	R -	R 12,930,000	R 160,270,000	R 140,000,000	R 46,800,000	R -
Roads: upgrading	R -	R -	R -	R -	R -	R -	R -	R -	R -
Taxi facilities	R -	R -	R -	R -	R -	R -	R -	R -	R -
Roads: maintenance	R -	R -	R -	R -	R -	R -	R -	R -	R -
	R 388,000,000	**R 4,490,000**	**R 23,510,000**	**R -**	**R 12,930,000**	**R 160,270,000**	**R 140,000,000**	**R 46,800,000**	**R -**
Electricity Backlogs	R -	R -	R -	R -	R -	R -	R -	R -	R -
Electricity Refurbishment	R -	R -	R -	R -	R -	R -	R -	R -	R -
Electricity Distribution	R -	R -	R -	R -	R -	R -	R -	R -	R -
Electricity Substations	R -	R -	R -	R -	R -	R -	R -	R -	R -
	R -	**R -**	**R -**	**R -**	**R -**	**R -**	**R -**	**R -**	**R -**
	R 825,646,200	**R 47,680,000**	**R 181,460,000**	**R 87,100,000**	**R 71,480,000**	**R 186,740,000**	**R 153,450,000**	**R 63,730,000**	**R -**

KOU KAMMA

Intervention	TotalAmount	01-Mar-09	01-Mar-10	01-Mar-11	29-Feb-12	28-Feb-13	28-Feb-14	28-Feb-15	28-Feb-16
Housing	**R 302,605,818**	**R 14,640,000**	**R 53,301,568**	**R 38,264,150**	**R 32,850,000**	**R 48,340,000**	**R 54,680,000**	**R 22,590,000**	**R -**
Water Backlogs	R 8,630,000	R -	R 1,560,000	R 5,000,000	R 2,070,000	R -	R -	R -	R -
Water Refurbishment	R 9,004,600	R -	R 2,552,000	R 2,300,000	R 2,196,000	R 1,956,600	R -	R -	R -
Water Bulk	R 19,996,107	R 1,080,000	R 6,707,357	R 3,908,750	R 5,300,000	R 3,000,000	R -	R -	R -
Water Treatment Works	R 53,876,650	R 7,130,000	R 12,189,150	R 17,420,000	R 13,400,000	R 3,737,500	R -	R -	R -
	R 91,507,357	**R 8,210,000**	**R 23,008,507**	**R 28,628,750**	**R 22,966,000**	**R 8,694,100**	**R -**	**R -**	**R -**
Sanitation Backlogs	R 29,388,250	R -	R 3,018,750	R 11,182,500	R 10,840,000	R 4,347,000	R -	R -	R -
Sanitation Refurbishment	R 13,428,000	R 300,000	R 5,573,000	R 5,600,000	R 1,955,000	R -	R -	R -	R -
Sanitation Bulk	R 8,454,502	R 265,340	R 2,303,331	R 2,435,831	R 3,450,000	R -	R -	R -	R -
Sanitation Treatment Works	R 27,554,500	R 2,100,000	R 6,440,000	R 8,400,000	R 6,819,500	R 3,795,000	R -	R -	R -
	R 78,825,252	**R 2,665,340**	**R 17,335,081**	**R 27,618,331**	**R 23,064,500**	**R 8,142,000**	**R -**	**R -**	**R -**
Roads: new	R 251,661,950	R 9,335,500	R 84,410,725	R 66,609,435	R 57,056,290	R 34,250,000	R -	R -	R -
Roads: upgrading	R -	R -	R -	R -	R -	R -	R -	R -	R -
Taxi facilities	R -	R -	R -	R -	R -	R -	R -	R -	R -
Roads: maintenance	R -	R -	R -	R -	R -	R -	R -	R -	R -
	R 251,661,950	**R 9,335,500**	**R 84,410,725**	**R 66,609,435**	**R 57,056,290**	**R 34,250,000**	**R -**	**R -**	**R -**
Electricity Backlogs	R -	R -	R -	R -	R -	R -	R -	R -	R -
Electricity Refurbishment	R -	R -	R -	R -	R -	R -	R -	R -	R -
Electricity Distribution	R -	R -	R -	R -	R -	R -	R -	R -	R -
Electricity Substations	R -	R -	R -	R -	R -	R -	R -	R -	R -
	R -	**R -**	**R -**	**R -**	**R -**	**R -**	**R -**	**R -**	**R -**

BAVIAANS

Intervention	TotalAmount	01-Mar-09	01-Mar-10	01-Mar-11	29-Feb-12	28-Feb-13	28-Feb-14	28-Feb-15	28-Feb-16
Housing	**R 37,900,000**	**R 9,400,000**	**R 6,000,000**	**R 7,000,000**	**R 10,000,000**	**R 9,500,000**	**R -**	**R -**	**R -**
Water Backlogs	R 300,000	R -	R 300,000	R -	R -	R -	R -	R -	R -
Water Refurbishment	R 7,500,000	R -	R 4,000,000	R 3,000,000	R 500,000	R -	R -	R -	R -
Water Bulk	R 69,031,408	R 1,500,000	R 22,231,408	R 7,200,000	R 25,500,000	R 10,600,000	R 2,000,000	R -	R -
Water Treatment Works	R 22,931,408	R 800,000	R 5,631,408	R 6,500,000	R 5,000,000	R 5,000,000	R -	R -	R -
	R 99,762,816	**R 2,300,000**	**R 32,162,816**	**R 16,700,000**	**R 31,000,000**	**R 15,600,000**	**R 2,000,000**	**R -**	**R -**
Sanitation Backlogs	R 30,740,000	R -	R 4,740,000	R 8,000,000	R 8,000,000	R 5,000,000	R 5,000,000	R -	R -
Sanitation Refurbishment	R 6,000,000	R 3,000,000	R 3,000,000	R -	R -	R -	R -	R -	R -
Sanitation Bulk	R 20,200,000	R 1,000,000	R 8,200,000	R 3,000,000	R 7,000,000	R 1,000,000	R -	R -	R -
Sanitation Treatment Works	R 20,200,000	R 1,000,000	R 8,200,000	R 3,000,000	R 7,000,000	R 1,000,000	R -	R -	R -
	R 77,140,000	**R 5,000,000**	**R 24,140,000**	**R 14,000,000**	**R 22,000,000**	**R 7,000,000**	**R 5,000,000**	**R -**	**R -**
Roads: new	R 122,500,000	R -	R 16,000,000	R 17,700,000	R 19,400,000	R 21,200,000	R 23,000,000	R 25,200,000	R -
Roads: upgrading	R -	R -	R -	R -	R -	R -	R -	R -	R -
Taxi facilities	R -	R -	R -	R -	R -	R -	R -	R -	R -
Roads: maintenance	R -	R -	R -	R -	R -	R -	R -	R -	R -
	R 122,500,000	**R -**	**R 16,000,000**	**R 17,700,000**	**R 19,400,000**	**R 21,200,000**	**R 23,000,000**	**R 25,200,000**	**R -**
Electricity Backlogs	R -	R -	R -	R -	R -	R -	R -	R -	R -
Electricity Refurbishment	R -	R -	R -	R -	R -	R -	R -	R -	R -
Electricity Distribution	R -	R -	R -	R -	R -	R -	R -	R -	R -
Electricity Substations	R -	R -	R -	R -	R -	R -	R -	R -	R -
	R -	**R -**	**R -**	**R -**	**R -**	**R -**	**R -**	**R -**	**R -**
	R 337,302,816	**R 16,700,000**	**R 78,302,816**	**R 55,400,000**	**R 82,400,000**	**R 53,300,000**	**R 30,000,000**	**R 25,200,000**	**R -**

NDLAMBE

Intervention	TotalAmount	01-Mar-09	01-Mar-10	01-Mar-11	29-Feb-12	28-Feb-13	28-Feb-14	28-Feb-15	28-Feb-16
Housing	**R 595,100,800**	**R 80,434,000**	**R 80,000,000**	**R 70,402,200**	**R 63,964,000**	**R 59,298,600**	**R 47,560,000**	**R 55,500,000**	**R -**
Water Backlogs	R 10,241,257	R 6,491,257	R 3,750,000	R -	R -	R -	R -	R -	R -
Water Refurbishment	R 35,445,000	R 8,375,000	R 8,000,000	R 8,000,000	R 5,710,000	R 3,477,500	R 1,882,500	R -	R -
Water Bulk	R 509,458,662	R 156,708,662	R 102,750,000	R 75,000,000	R 100,000,000	R 75,000,000	R -	R -	R -
Water Treatment Works	R 23,150,000	R 160,000	R 3,990,000	R 6,500,000	R 8,500,000	R 4,000,000	R -	R -	R -
	R 578,294,919	**R 171,734,919**	**R 118,490,000**	**R 89,500,000**	**R 114,210,000**	**R 82,477,500**	**R 1,882,500**	**R -**	**R -**
Sanitation Backlogs	R 66,742,000	R 1,000,000	R 20,020,000	R 17,790,000	R 16,930,000	R 7,900,000	R 3,102,000	R -	R -
Sanitation Refurbishment	R 40,105,000	R 17,000,000	R 18,000,000	R -	R 2,710,000	R 1,000,000	R 1,000,000	R 395,000	R -
Sanitation Bulk	R 105,860,000	R 8,260,000	R 22,000,000	R 22,000,000	R 20,544,000	R 11,160,000	R 10,000,000	R 10,000,000	R 1,896,000
Sanitation Treatment Works	R 22,200,000	R 3,690,000	R 6,010,000	R 7,500,000	R 5,000,000	R -	R -	R -	R -
	R 234,907,000	**R 29,950,000**	**R 66,030,000**	**R 47,290,000**	**R 45,184,000**	**R 20,060,000**	**R 14,102,000**	**R 10,395,000**	**R 1,896,000**
Roads: new	R 110,749,600	R 11,750,000	R 21,629,600	R 16,870,000	R 11,500,000	R 16,500,000	R 16,500,000	R 16,000,000	R -
Roads: upgrading	R -	R -	R -	R -	R -	R -	R -	R -	R -
Taxi facilities	R -	R -	R -	R -	R -	R -	R -	R -	R -
Roads: maintenance	R -	R -	R -	R -	R -	R -	R -	R -	R -
	R 110,749,600	**R 11,750,000**	**R 21,629,600**	**R 16,870,000**	**R 11,500,000**	**R 16,500,000**	**R 16,500,000**	**R 16,000,000**	**R -**
Electricity Backlogs	R -	R -	R -	R -	R -	R -	R -	R -	R -
Electricity Refurbishment	R -	R -	R -	R -	R -	R -	R -	R -	R -
Electricity Distribution	R -	R -	R -	R -	R -	R -	R -	R -	R -
Electricity Substations	R -	R -	R -	R -	R -	R -	R -	R -	R -
	R -	**R -**	**R -**	**R -**	**R -**	**R -**	**R -**	**R -**	**R -**
	R 1,519,052,319	**R 293,868,919**	**R 286,149,600**	**R 224,062,200**	**R 234,858,000**	**R 178,336,100**	**R 80,044,500**	**R 81,895,000**	**R 1,896,000**

i) BROAD INFRASTRUCTURAL FUNDING REQUIREMENTS

Based on the information as provided above, the broad financial needs **'loosely'** required to address existing developmental issues within the District, is reflected by the table below.

LOCAL MUNICIPALITY	DEVELOPMENTAL NEED (AS PER CIPs)
Makana	R 757,897,937
Ikwezi	R 141,760,000
Blue Crane Route	R 408,837,244
Kouga	R 1,027,706,185
Camdeboo	R 912,061,491
Sundays River Valley	R 825,646,200
Kou Kamma	R 724,600,377
Baviaans	R 337,302,816
Ndlambe	R 1,519,052,319
TOTAL	**R 6,654,864,569**

4.3.7 ECONOMIC GROWTH AND DEVELOPMENT STRATEGY (EGDS)

During the Cacadu District Municipality 2005/06 Integrated Development Plan review process, it became increasing apparent that the District as a whole needed an integrated approach towards economic development. The District Municipality is moving away from planning for isolated local economic development projects. In the past, these projects have been designed in the absence of a common district-wide economic framework. Therefore, it is critical to the economic development of the district that a district-wide economic development framework be developed to co-ordinate and integrate all current and future economic development initiatives. This new broader view is now the preferred approach to sustainable job creation and poverty reduction in the district, as it promotes economic linkages and spin-offs.

The objectives for the Economic Growth and Development Plan are as follows:

- To grow the district economy to achieve a 3% year-on-year growth rate between 2006 and 2009 and a 5% year-on-year growth rate from 2010 onwards.
- To reduce the existing number of unemployed persons in the district to 15% by 2014, through the creation of new and expanded job opportunities.
- To halve the number of households living below the poverty line to 22%, by 2014.
- To grow the agricultural sector to achieve a 1% year-on-year growth rate between 2006 and 2009 and a 1.6% year-on-year growth rate from 2010 onwards.
- To transform the agricultural sector, thereby ensuring that 35% of agricultural enterprises are black-owned, by 2014.
- To grow the contribution of tourism to the district overall economy and employment creation.

- To transform the tourism sector, thereby ensuring that 35% of tourism enterprises are black-owned by 2014.

4.3.7.1 THE PILLARS OF EGDS

The economic vision and objectives guided the formulation of strategic development pillars. Five main pillars have been identified to stimulate sustainable economic growth and development in CDM. These pillars are:

ECONOMIC INFRASTRUCTURE	SECTOR DEVELOPMENT	HR & SKILLS DEVELOPMENT	INSTITUTIONAL DEVELOPMENT	REGIONAL LINKAGES

Within each pillar, key issues and challenges are identified which must be addressed. A brief overview of each pillar and the related key issues are as follows:

Economic Infrastructure:

Economic infrastructure may be defined as the provision and maintenance of physical structures that have a direct impact on local economies. Economic infrastructure includes the provision and maintenance of:

Electrical power	Waste collection
Piped water supply	Land
Sanitation and sewerage	Transport Infrastructure: roads, railway, seaports and airports
Telecommunications	ICT (Information and Communication Technology)

The upgrading and maintenance of existing economic infrastructure and the creation of new economic infrastructure is the focal point of this strategic pillar.

Sector Development:

Sector development refers to the identification and development of key economic sectors within an economy, for the purpose of increasing the economic activity of that sector, i.e. an increase in GGP contribution and increasing investment into the sector, thereby growing the economy. Sector development seeks:

- To grow the numbers and improve the competitiveness and productivity of small, medium and micro enterprises.
- To increase the numbers and productive capacity of SMMEs and large enterprises in the specific sectors of the economy.
- To improve the quantity and quality of jobs created by SMMEs and large enterprises.
- To increase the contribution of the targeted sectors in terms of employment and GGP contribution.

The sectors in Cacadu that have been identified for sector development are:

- Agriculture: The well-established agricultural sector forms the basis of the district economy. Farming activities in CDM range from extensive small-stock farming to intensive fruit and vegetable production in the major river valleys. The coastal regions offer opportunities for mixed farming, which includes the raising of beef cattle, dairy farming and the cultivation of pineapples, chicory and grain. Ostrich sheep and goats are farmed inland. Wool and mohair is exported from Karoo area. Recently there has been a shift away from predominantly stock farming in that a number of farmers in the district have converted from traditional livestock farming to game farming, in the interests of, inter alia, conservation and tourism.
- Manufacturing: Opportunities exist for increased manufacturing in the District linked to agro-processing. Manufacturing activity within the District includes a number of small manufacturing concerns situated throughout the District, predominantly in larger urban areas. The focus of manufacturing concerns in the District is centred around food and leather processing, in addition to a number of niche market industries (e.g. high quality furniture).
- Trade: Retail trade is concentrated in the larger settlements in the District. These settlements service the largely rural hinterland. The retail on offer is generally limited to a few national chains and a number of local retailers. The day-to-day shopping needs are addressed within these larger centres, but other shopping is done in the bigger retail centres located just outside the District, e.g. Port Elizabeth and East London, to acquire goods that are not available within the local economy.
- Tourism: Tourism is becoming an increasingly important economic activity in the Cacadu District. The Cacadu District has a number of natural, historical and cultural features that could be exploited to attract local, domestic and international tourists to the area. Recent conversions from traditional commercial farming to game farming have resulted in an emphasis on game farms. There are no fewer than twenty game reserves in the District, that facilitate a range of outdoor activities, including, but not limited to, hiking, birding, mountain biking, and fishing. In addition to game reserves, the District is home to coastline spanning Kou-Kamma, Kouga and Ndlambe.

These sectors are aligned with the sectors identified for accelerated growth in the Accelerated and Shared Growth Initiative of South Africa (AsgiSA) and the PGDP.

Human Resources and Skills Development:

Human resources and skills development refers to skills training and development, for the purposes of:

- Developing new management, technical and life-skills in line with labour market demands of the District, its key sectors and the region at large.
- Re-aligning skilled production and capacity building programmes to meet existing labour market shortages through re-training and re-orientation.
- Creating surplus labour capacity to meet existing and future business and investment growth demands.
- Improving the existing employability of the unemployed person including youth, women, undergraduates and postgraduates through targeted skills training.

The labour force in Cacadu District consists largely of unskilled labour (45.1% of employed persons) that is employed in elementary occupations. A further 21.3% is employed as plant and machine operators, trade / craft workers and market workers. A relatively large proportion of the population (25.2%) only has some primary education. In addition, 15% of the population has no schooling. This translates into 60,570 individuals

who do not have a basic level of literacy. 21.6% of the population have completed matric and / or have some form of higher education. This is higher than the provincial average of 20%, but slightly lower than the national average of 29%.

This implies that a redress of employable skills training is necessary in the District. An approach that can be followed to facilitate this revolves around the provision of opportunities for local residents of the district to participate in skills enhancement and development programmes. It is, however, important, to note that when dealing with human capital, i.e. labour, that this is primarily a renewable resource and therefore, as the needs of the community change and expand, this labour base within the District should be moulded to accurately meet the requirements of the economy.

Institutional Development:

Institutional development refers to the development and transformation of the environment in which the District Municipality functions and the facilitation of the involvement of interested and affected parties.

The objectives of institutional development are:

- To build the appropriate internal (municipal) and to some extent, the external institutional capacity necessary to ensure the successful implementation of the district (and local) municipality's IDP economic objectives.
- To improve the integration, alignment and co-ordination of government and stakeholder economic development programmes to leverage resources.
- To establish meaningful communication, efficient decision-making and economic development and implementation capacity.

The re-alignment and capacity development of institutional structures, especially local government, can only be performed through a systematic approach to the problems being experienced. One such example is that not all of the positions created for local economic development officials in the District have been filled. It is central to this pillar that the departments and/or institutions are adequately and appropriately staffed.

Regional Linkages:

Regional linkages refer to linkages that the District Municipality forges with regional initiatives in neighbouring geographical areas.

Regional linkages are important to local economic development in that:

- New markets for goods and services may be identified and targeted and thereby increase the number of employment opportunities in the municipality.
- Remain competitive in terms of trade and thereby increase the circulation of income in the economy.

4.3.7.2 IMPLEMENTATION

The EGDS was adopted by Council in August 2006. The strategy has now been included in the current IDP review processes and forms part of the four CDM development priorities.

Cacadu District Municipality has generated key high impact district projects that will drive the strategy for the next five years. These projects are in line with the 4 strategic pillars as mentioned above and will address the seven objectives that define the EGDS.

4.3.8 CDM TOURISM MASTER PLAN

The Cacadu District Municipality's Tourism Master Plan was adopted by the Cacadu District Municipality Council on 25 November 2009.

The objective of the Tourism Master Plan is to provide guidelines and make recommendations to the Cacadu District Municipality on how to develop a functioning tourism system through the application of a defined strategy and specific actions.

The District Tourism Master Plan (TMP) has been developed through the consolidation of the current Responsible Tourism Sector Plans of Local Municipalities in the Cacadu District and is comprised of two components as outlined below:

The Situational Analysis:

The Situation Analysis was developed through the integration of the situation analyses of the Responsible Tourism Sector Plans for all 9 Local Municipalities within the Cacadu District, and provides a snapshot of tourism in Cacadu at the time of the formulation of the TMP.

The Situational Analysis includes the following topics as relevant to the tourism industry in the Cacadu District:

- Market Analysis - this study revealed that nature-based and heritage tourism products hold specific relevance to the Cacadu area. Other niche markets include events tourism (including edu-tourism and sports tourism), agri-tourism, adventure tourism and coastal & marine tourism.
- Strategic Environmental Assessment – is provided to ensure that sustainable development and resource management are promoted within context of developing Cacadu's tourism sector.
- Infrastructure Assessment – the supply of services such as potable water, well maintained road networks, energy provision and solid waste management are analyzed with reference to the tourist and tourism related activities.

Based on the information gathered via the Situational Analysis the TMP documents the economic, social and environmental impact of tourism on the Cacadu District. The Situational Analysis provides the basis for the formulation of the District's Tourism Development Strategy.

The Tourism Development Strategy:

This section provides a five year strategy that identifies priority areas / strategies and associated programs and projects for tourism development in the Cacadu District.

Key components of the tourism development strategy include:

- The Tourism Development Framework and Spatial Development Plan;
- Tourism Marketing Plan;
- Institutional Arrangements;
- Implementation and Action Plan.

Cacadu's Tourism Development Strategy is aimed at achieving the Tourism Vision ("*Cacadu, a world of wonders waiting to be discovered'*) of the tourism sector, and driving development through the elements of the Mission ("*To create an enabling environment which encourages partnerships for the development and promotion of the tourism industry through cooperation and coordination at all levels"*). To achieve this, the Cacadu District must:

- Main and grow its existing markets;
- Attract new markets;
- Become a primary tourism destination;
- Nurture a tourism industry which is growing in line with the defined benchmarks, and so is providing employment and prosperity for all the local stakeholders and a satisfying experience for visitors.

These achievements are to be attained via the Tourism Implementation Action Plan that was developed in order to:

- Identify strategic priority programs and projects;
- Identify the organization / department responsible for implementation of the priority programs and projects;
- Identify the budget required for implementation of the priority programs and projects;
  Identify implementation timeframes for the prioritization of priority programs and projects.

4.3.9 CACADU DISTRICT SMME STRATEGY

The majority of people in Cacadu live in the rural areas and most depend on agriculture and other rural economic activities. Most communities produce on a subsistence level and have limited access to financial markets that cannot effectively supply the financial resources and other products needed by the emerging SMME sector.

SMMEs are the engine for growth in Cacadu. To contribute to economic development in the district, there's great need to support SMMEs, a better enabling environment needs to be created and an engagement with financial institutions to develop 'SMME-friendly lending'.

In spite of the significant contributions that they make towards GDP, employment and rural livelihoods, SMMEs continue to face a plethora of challenges that inhibit their growth and development beyond mere survivalist modes of activity.

A multi-pronged approach is needed, dealing with the major existing impediments, including a poor business environment, lack of financial tools, weak entrepreneurial capacity and the absence of strong linkages with existing large enterprises.

SMME Vision for Cacadu District Municipality

Consistent with the district IDP and all other strategic policy documents, and drawing on the research undertaken, it is reasonable to assume an SMME vision for Cacadu to be:

"to promote the creation of vibrant and sustainable SMMEs that contribute towards increased wealth generation, inequality reduction, employment creation and poverty alleviation."

By virtue of this vision, the Cacadu District Municipality and its stakeholders commit themselves to achieving the following outputs:

- Vibrant SMMEs, which refers to growing private enterprises;
- Sustainable SMMEs, which refers to income and employment creation beyond the survivalist stage;
- Sufficiently empowered women and youth in a growing SMME sector;
- Effective platform for business development services and support.

Strategic Objectives

In order to achieve the stated SMME vision for the area, the CDM and its partners ought to commit themselves to the following strategic goals and objectives:

1. To improve access to market-driven and sustainable business development support services for the informal, micro, small and medium-sized enterprises in both urban and rural areas.
2. To strengthen the planning, coordination and institutional capacity for SMME support in the district thus ensuring the creation of an enabling and conducive environment for SMMEs.
3. To establish effective and functional partnerships with key provincial and national institutions, as well as escalating the promotion of the economic opportunities across the district.
4. To diversify the existing SMME development base through agriculture, environmental management, tourism and manufacturing development.
5. To increase women, youth and black participation in the entrepreneurial and SMME development sector of the District and its economy.
6. To increase the number of start-ups, and the number of existing enterprises that accelerate beyond survivalist stage.

These strategic objectives set out a performance measure for this SMME Strategy and are generally congruent with those set-out in the Provincial Growth and Development Plan of the Eastern Cape, which seeks to increase the number of start-ups and boost the growth prospects of existing enterprises in the district.

The role of the Cacadu District Municipality:

The primary role of the Cacadu District Municipality in SMME development is to coordinate, facilitate and stimulate the sustainable development of Small, Medium and Micro enterprises within its jurisdiction through the following mechanisms:

- Strategy and policy development

- Programme development and co-ordination
- Strategic liaison and networking

This role consists of the following three most critical responsibilities:

a. Coordination:

The CDM acts as a co-ordination body for SMME development matters for its area. Through its Integrated Development Plan (IDP), LED Strategy and this SMME Strategy, the CDM will act to ensure alignment between government, business, labour and community programmes as a fundamental step towards achieving the shared SMME vision for the area. The SMME Strategy forms the basis for the coordination of such programmes.

b. Facilitation:

The CDM acts to facilitate the creation of an enabling SMME development environment as an integral mechanism to bolster local economic development in the area. The Municipality promotes and encourages proactive participation by government, business, labour and communities in processes that will yield remarkable transformation and growth of local SMMEs. This involves the facilitation of access to appropriate business services, infrastructure, resources such as funding and infrastructure as well as market and business opportunities for SMMEs.

c. Stimulation:

The CDM will at all times seek to pioneer new approaches, strategies and interventions to develop, identify and leverage new support and growth opportunities for its SMME sector. These approaches may at time appear to be in the form of direct interventions and incongruent with the conventional role of facilitation and coordination. The implementation of a preferential procurement and value chain management policy is an example of a direct intervention to stimulate a sector of the economy [SMME's and Previously disadvantaged enterprises] to become major economic players.

Levels of Institutional Responsibilities:

The planning, execution and monitoring of SMME development in the CDM area consists of the following three most critical levels of institutional responsibilities:

1. Strategy and policy development:

This responsibility, which includes the planning of short, medium, and long-term strategies and policies to guide and direct SMME development within the area, is considered the first and high-end level of institutional responsibilities in the Cacadu District Municipality. The most fundamental purpose is to create an appropriate and conducive business and economic environment to harness the full job creation and poverty alleviation opportunity within the area.

2. Strategy and programme execution:

This involves the implementation of all or some aspects of the SMME Strategy of the CDM. This level of responsibility will include packaging the strategy into manageable programmes and projects as well as the provision of ongoing support services to strategy beneficiaries.

3. Programme monitoring:

This level is considered the most critical in the planning and execution of the SMME strategy of the CDM as it ensures that stakeholders participate effectively in the monitoring of the implementation processes. Involved as well is the constant evaluation of the impact and performance of the execution process against original plans and strategic directions decided jointly with stakeholders.

4.3.10 LOCAL ECONOMIC DELVELOPMENT INITIATIVE

Cacadu has entered into an agreement with the Development Bank of South Africa Development Fund to be a pilot on a Local Economic Development Initiative (LEDI). The LEDI funds large capital catalytic economic infrastructure projects, as well as developing and implementing regional economic turnaround strategies.

The LEDi seeks to find a way:

- To ensure that the economies of our urban areas act as spaces of inclusion not exclusion, of economic integration and not growing marginalization and inequity
- Of spreading opportunity through maximizing the economic potential of areas outside the dominant cores, through fostering local space economies that drive shared growth
- To take advantage of high-impact, quick-win investment opportunities that could have a catalytic ripple effect on economic growth

LEDi projects include:

i. Fibre Innovation Hub Rapid Assessment & Strategic Plan

The purpose of the assessment is to:

- Assess the progress in terms of government-funded fibre innovation in the region,
- Assess the potential of the fibre innovation hub as a driver of economic growth and job creation,
- Make recommendations regarding how the hub can potentially be institutionalised and resourced and
- Identify catalytic projects to be taken forward

There is substantial potential for Fibre industries in the Cacadu district. The project brought together all role players, which include the public sector, private sector and civil society role players. Agreement was reached on how to re-activate the industry and the plan of action is in implementation.

ii. Natural Fibre Cluster Interim Support

The purpose of this project is to provide short-term assistance to Cacadu District Municipality and other district stakeholders in establishing a coherent and viable partnership entity able to coordinate and champion the Natural Fiber Cluster concept with the region. Areas of intervention include:

- The development of a prioritized project portfolio
- Identification of strategic partnerships and network
- Recommendations in terms of the reconfiguration of institutional arrangements and
- Develop TOR for the Natural Fiber Cluster (NFC) champion

A coherent and viable partnership entity will be established that will be able to coordinate and champion the Natural Fibre Cluster concept with the region. It will maximize the development of the natural fibre industry.

iii. Natural Fibre Cluster Championship

Appointment of a management team to steer the Natural Fibre Cluster and provide administrative support in the establishment of five 'new' niche agro-processing industries in the Eastern Cape.

The Champion of the Natural Fibre Cluster will facilitate appropriate research and the commercialisation of this research, based on market demand, to promote beneficiation of agricultural fibres, which will increase the Gross Value Add of the district.

iv. Development of an Agri-tourism Route in Sundays River Valley Municipality

The objectives of the project are:

- Assist CDM in the establishment of a local tourism organisation in the Sundays River Valley municipal area
- Putting in place a partnership of role-players who will support and benefit from the route and
- Prepare a business plan and funding proposal for the route.

The potential development impact of the agri-tourism route in Sundays River Valley, based on a realistic estimated 7% growth in the industry, owing to the establishment and operation of the agri-tourism route will be substantial. It is estimated that 211 additional permanent job opportunities arising from increased existing and new activities and accommodation offerings operating in the area will be established; that at least 28 SMME developments will be established; and that these new developments will contribute approximately R37m per annum to the GVA of the municipal area.

v. Investigation into and identification of niche agro-processing opportunities

The overall objective of the study is to inform the development of, and investment in, niche agro-processing sectors in the Cacadu District Municipality for the purpose of up-stream and down-stream economic development opportunities and employment creation and increased contribution of agriculture and export-orientated agro-processing to the regional economy. The specific goal is the identification of key regional agro-processing sectors for development and investment in the region based on a consolidation of spatial planning policies, sector and sub-sector analyses and extensive industry consultation.

The development impact will be substantial. Key areas for exploration will include the potential of fibre innovation linked to the textiles, construction, automotive cluster and food processing and the potential of the Coega Industrial Development Zone as a site for agro-processing and the associated packaging and distribution. A regional approach to the identification and development of agro-processing opportunities will result in the creation of regional linkages and the strengthening of related value chains and ensure a greater economic impact.

vi. Camdeboo Satellite Aquaculture Project

The Camdeboo Satellite Aquaculture Project (CSAP) proposes a commercially viable fish production venture through the establishment of aquaculture clusters, each consisting of a central management farm and a network of satellite farming systems,

which will benefit from economies of scale through their collaborations. The freshwater fish produced will be canned in order to increase shelf life and sold at an affordable price in order to fulfill the growing gap caused by the reduction in the annual pilchard quota.

The project will address the protein shortage in South Africa by the development of aquaculture activities in neglected rural environments. It will develop products to replace the shortage of the pilchard fish catch by using freshwater finfish. It will contribute substantially to job creation amongst rural women and will contribute to the development of sustainable emerging farmers.

vii. Implementation Study on the Generation of Hydro-electricity on micro/mini sites located within Blue Crane Route Municipality

This project involves the preparation of an implementation plan for hydro-power generation based on the considerable research and development work already done via the Blue Crane Development Agency (BCDA). The project is focused on investigating the viability of eight identified mini/micro hydro sites in the Blue Crane Route region.

The project will lead to the establishment of mini/micro hydro sites in the Blue Crane Route region which will impact considerably in providing green and sustainable energy to the region.

viii. Renewable Energy Rapid Assessment & Audit

The objective of the project is to undertake a rapid assessment and audit of the potential of renewable energy in the Cacadu district. It is intended that the rapid assessment should include a summary of relevant policies and strategies, an audit of what is currently happening in the district in regard to renewable energy and recommendations for promoting and managing renewable energy in the district.

To identify renewable energy development issue and attend to it in time so that the municipalities in the Cacadu district can get themselves ready to accommodate renewable energy projects. It includes an audit of what is currently happening in the district in regard to renewable energy and recommendations for promoting and managing renewable energy in the district.

ix. Regional Renewable Energy Coordinating Forum

The aim of the project is to facilitate a regional renewable energy information sharing session(s) for the purpose of coordinating renewable energy efforts within the region by bringing together representatives from major government, private sector, research and NGOs committed to taking forward the renewable energy agenda in the region. Such a forum would the central point for coordination and information sharing.

The coordinating forum is feeding into the provincial energy strategy.

It should be noted that the forum has been elevated to a provincial RE coordinating forum and to this end the LEDI team has engaged with the provincial Department of Economic Development and Environmental Affairs (DEDEA).

The project will coordinate all the renewable energy issues and efforts within the region.
Eventually it will contribute towards the effective and sustainable establishments of renewable energy projects.

x. Land Use and Locational Policy for Renewable Energy

The project entails:

- The formulation of a detailed locational and land use strategy for establishment of wind farms and large scale renewable energy projects,
- Implementation of district wide land use and locational guidelines, with specific reference to land use application procedure and zoning parameters with respect to renewable energy technologies,
- Assessment of the impact and possible spin-offs of renewable energy, especially wind farms, on the municipal rates base and
- Developing guidelines and policy on district level for possible roll-out to individual local municipalities and Province.

The project will ensure that renewable energy projects will be established within guidelines the context of responsible land use management and increasing the revenue base of local municipalities owing to accurate rezoning of RE land. The LEDI team is liaising with GTZ to leverage funding to extend this study to include the remainder of the province.

xi. Revision of Economic Growth and Development Strategy

This project will focus on refining a long-term growth and development strategy, based on the input and commitment of the local municipalities and the economic stakeholders of the region and ensuring that it is based on strong reliable data and modelling and that it enjoys wide understanding and buy-in. This will also include developing the sector (tourism attractor and capacity-builder) components of the strategy.

xii. Preparation and Implementation of a Regional Economic Model

The purpose of the project is to set up the REM to operate for the district, to train the municipal staff and Development Bank staff in its use and to provide output data for use by the Municipal Services Finance Model. The model, once set up, is a single Excel file that can be used to test different investment scenarios and evaluate them for their impact on economic output, employment, remuneration, electricity demand, water demand and ratable property values in the region.

xiii. Strategic Infrastructure Investment Assessment for Kouga Municipality

The purpose of the project is to identify infrastructure capacity and gaps that support or constrain socio-political and economic development within Kouga Municipality and prioritise infrastructure investment in the municipality by way of an infrastructure investment prioritization model, which will be based on the social, economic and backlog eradication needs of the local municipality. The infrastructure investment assessment will be used as the basis for the development of a municipal services finance model for Kouga Municipality that will plot a path of sustainable development and maintenance of infrastructure.

The project will be the foundation for an infrastructure investment plan that will plot a path of sustainable development and maintenance of infrastructure.

xiv. Institutional Support (Camdeboo Municipality)

Graaff Reinet Urban Design Plan

The Graaff Reinet Urban Design Plan is one of CDM's interventions in the GTZ, AHI, CDM and Camdeboo Municipality Graaff Reinet small town regeneration partnership. The plan will include design guidelines to promote economic

development through mitigating the effect of truck traffic on the town square and the promotion of tourism in one of the township areas.

The project will promote sustainable economic development in the CBD of Graaf Reinet and thereby save and create substantial job opportunities in the area.

Township Tourism Feasibility Study
The Township Tourism Feasibility Study is one of CDM's interventions in the GTZ, AHI, CDM and Camdeboo Municipality Graaff Reinet small town regeneration partnership. The purpose of the study is to test the feasibility of a photography-based township tourism concept, linked to photography clubs and courses.

This project will significantly increase income in township communities through increased tourism into the area.

Skills Development
A potential skills development programme is one of CDM's interventions in the GTZ, AHI, CDM and Camdeboo Municipality Graaff Reinet small town regeneration partnership. The purpose of the intervention is to propose a skills development model for the Camdeboo region.

It is envisaged that this education programme will form part of a greater training model, as detailed in the concept document.

xv. Institutional Support (Makana Municipality)

LED Thematic Work Group
The LEDI team will participate in the Makana LED thematic work group for the purpose of identifying suitable interventions to promote the partnership between Makana Municipality, Rhodes University and other stakeholders, most notably in the areas of SMME development. Increased support to SMMEs in the Makana municipal area and therefore increased income circulating in the Makana economy.

National Arts Festival Partnership
The LEDI team will participate in the National Arts Festival working group for the purpose of identifying suitable interventions to promote the partnership between Makana Municipality, Rhodes University, the Grahams town Foundation and other stakeholders, most notably in the areas of SMME development and skills development. Increased local artists participating in the festival and earning income. Skills development in terms of audio-visual training to take place.

Private Schools Partnership
The potential partnership between Makana Municipality and private schools has been identified as one of the interventions to form part of the institutional support to Makana Municipality programme. Increased support to SMMEs in the Makana municipal area and therefore increased income circulating in the Makana economy.

Linkages between private schools and previously disadvantaged schools to promote further education for learners in the area.

Increased exposure of Grahamstown as an education hub through joint marketing initiative (including Rhodes University).

Indigenous Nursery & Environmental Restoration Project
It should be noted that the Rockhurst Carbon Farming project has been replaced with the indigenous nursery and environmental restoration project.

The project aims to restore as many hectares possible of highly degraded Karoo and sub-tropical thicket habitat in the region between Aberdeen and Jansenville, and lay the foundation for a district- wide restoration programme funded by companies looking for environmental offsets. The focus of the programme is linking ecosystem restoration and job creation in much the same way as the “working for” programmes of DEA and DWA. The project will align where ever possible with other existing of future restoration programmes in the Eastern Cape.

The first phase will be focussed on planning and designing a large restoration initiative, and constructing a restoration nursery at Fonteinbos Nature Reserve. The second phase will be the “implementation phase” of the project in which Fonteinbos Nature Reserve and two other highly degraded sites in the region will be ecologically restored. The first phase will generate jobs and stimulate the local economy of Aberdeen by providing construction jobs and skill s training. The second phase will provide many employment opportunities linked to the nursery’s management and maintenance, and to the extensive soil and vegetation restoration works.

Municipal Services Finance Model for Blue Crane Route Municipality
Development of a municipal services finance model for Blue Crane Route Municipality based on the prioritised infrastructure investment schedule developed for the municipality in 2009. The project will lead to an infrastructure investment plan that will plot a path of sustainable development and maintenance of infrastructure.

Wind Research and Training Facility
The Blue Crane Development Agency (BCDA) with the Department of Electrical and Electronic Engineering at Stellenbosch University (SU) has developed a concept for the development of a 1 MW wind farm consisting of 20 x 50 kW wind turbines in the Somerset-East area. The reason for such a facility in Somerset East is due both to its excellent wind profile, its good municipal grid access and the identification of a suitable site as well as the established relationship between the university and BCDA as project facilitator.

The wind farm is divided into groups of different wind generator technologies and systems. It is proposed that the wind farm has a central control unit and a training centre.

4.3.11 CACADU DISASTER RISK MANAGEMENT ASSESSMENT

The Disaster Risk Management Assessment for the Cacadu District was completed in June 2009. The primary purpose of the document was to review the existing Disaster Risk Management Assessment with a view to identifying communities and infrastructure at risk.

In order to allow the Cacadu District Municipality to present a comprehensive Disaster Risk Management Plan in terms of the Disaster Management Act, the review focused on the following areas:

(a) A study of all existing documents and plans with a view to identifying any gaps that may exist.
(b) Individual visits to the 9 Local Municipalities and the then 1 District Management Area.
(c) Interviewing of municipal staff, provincial and national departments, NGO's and local communities to determine local conditions and circumstances.
(d) The development of a Disaster Risk Profile which is unique to Cacadu District Municipality and which can be effectively used to inform the District's
- Disaster Management Plan;
- Development of Contingency Plans;
- Development of Emergency Response Protocols;
- Risk Reduction Planning; and
- Alignment with the Municipal I.D.P.

Potential Disaster Events:

The study undertaken indicates that Cacadu District Municipal area of jurisdiction is prone to the following hazards:

- Floods
  Flooding is seasonal and is associated with severe storms in the area.

- Fires
  Veldt and Forest fires are very common within most areas of the CDM.

- Drought
  Although drought does occur in the area it is not regarded as a high priority risk.

- Storms (Wind and Hail)
  Some areas within Cacadu are coastal with the potential for various types of storms with differing degrees of severity.
- Epidemics
  Diary and beef farming are large industries within Cacadu, subsequently Foot and Mouth is a real threat to the industry and the economy of the area.

  Cholera and H.I.V are regarded as risks to the human populace.

- Tidal Surge
  Being coastal municipalities, Kouga and Ndlambe are vulnerable to the effects of abnormal tidal surges.

- Hazmat
  Hazardous Materials are transported to and through the Cacadu area by both road and rail on a regular basis. Capacity is being developed within Local Municipalities in the district to manage Hazmat incidents.

Risk Calculation:

Information gathered during the assessment was analysed and summarised in order to determine a risk profile for each local municipality and ultimately the District. Each potential risk was evaluated in terms of the local municipality and a priority given based on information gathered during the risk assessment exercise.

The gathered information on potential disaster events is summarised in the Risk Calculation Table below. The scale ranges form a rating of 1 for high priority to 10 being the lowest priority.

	DROUGHT	FIRE	FLOOD	TORNADO	EPIDEMIC	STORM	TIDAL SURGE	HAZMAT	AVIATION	MARITIME	RAILWAY
KOUGA	10	5	4	11	9	1	3	2	7	6	8
NDLAMBE	9	5	4	10	8	1	3	2	8	6	7
MAKANA	7	2	6	5	3	1	11	4	8	11	11
SUNDAYS RIVER	5	1	11	11	6	2	4	3	9	7	8
BLUE CRANE	4	2	11	11	5	1	11	3	6	11	7
BAVIAANS	2	1	11	11	5	3	11	6	4	11	11
IKWEZI	4	3	11	2	6	1	11	5	7	11	11
CAMDEBOO	3	1	4	11	11	2	11	5	6	11	11
KOU KAMMA	10	5	4	6	9	1	2	3	11	7	8
TOTAL	54	24	66	78	62	13	67	33	66	81	82
DISTRICT RATING	4	1	6	9	5	2	8	3	7	10	11

The Matrix for the Cacadu District is a summary of the identified risk priorities for each of the nine Municipalities and is depicted in the following table.

OVERALL CACADU DISTRICT RISK	**DROUGHT**	**FIRE**	**FLOOD**	**TORNADO**	**EPIDEMIC**	**STORM**	**TIDAL SURGE**	**HAZMAT**	**AVIATION**	**MARITIME**	**RAILWAY**
	4	**1**	**6**	**9**	**5**	**2**	**8**	**3**	**7**	**10**	**11**

The figure above reflects the overall Risk Analysis Matrix for the Cacadu Municipality. As is evident the Cacadu District Municipality needs to cater in its planning for the full ambit of potential disasters emanating from the abovementioned risks..

Top Priority Risk for the Cacadu District Municipality and each Local Municipality

A Risk Priority Rating has been determined for the District as well as for each of the nine Local Municiplalities. The top three risk priorities are determined for the District and each of the nine Municipalities:

	DROUGHT	FIRE	FLOOD	TORNADO	EPIDEMIC	STORM	TIDAL SURGE	HAZMAT	AVIATION	MARITIME	RAILWAY
CDM		X				X		X			
KOUGA						X	X	X			
NDLAMBE						X	X	X			
SUNDAYS RIVER		X				X		X			
BLUE CRANE ROUTE		X				X		X			
BAVIAANS	X	X				X					
IKWEZI		X		X		X					
CAMDEBOO	X	X				X					
KOUKAMMA						X	X	X			
MAKANA		X			X	X					

The District Municipality will need to develop appropriate plans for the mitigation of identified priority risks as well as contingency plans for handling of disasters of various sorts.

Contingency Plans

Contingency plans for the top 4 risks of each municipality have been prepared.

4.3.12 HEALTH PLAN

Schedule 4 of the Constitution of the Republic of South Africa, Act No. 18 of 1996, accorded Primary Health Care Services to the Province as an area of exclusive provincial competency.
The National Health Council resolved in line with the National Health Act of 2003, that the Primary Health Care services performed by various Municipalities within the Eastern Cape Province must revert to the Department of Health (ECDoH).

The National Health Council resolution was effectively implemented in Cacadu District on 01 January 2011.

All eight (8) Local Municipalities in Cacadu District area including Cacadu District Municipality entered into Transfer Agreements with ECDoH to transfer the Primary Health Care Services with effect 01 January 2011

4.3.12.2 ENVIRONMENTAL HEALTH SERVICES

The CDM has become the responsible service authority for Environmental Health Services (EHS) now defined as Municipal Health Services in accordance with the National Health Act, Act 61 of 2003 from 01 July 2004 in terms of the revocation of Section 84(3) authorizations under the Municipal Structures Act, Act 117 of 1998.

The CDM took a decision that local municipalities are better positioned to be the agents of the district in rendering Municipal Health Services. The CDM has thus finalized and entered into Service Level Agreements (PPSLA) which is renewed annually with local municipalities that have the capacity to render EHS on its behalf, namely Kouga, Blue Crane Route (BCR), Camdeboo, Makana, Ndlambe, and Sundays River Valley.

The Ikwezi, Baviaans and Kou-Kamma Municipalities are serviced by three (3) Environmental Health Practitioners (EHP) that are employed by the CDM.

The main Components of Environmental Health are:

- Active Environmental Educations sessions and Awareness Campaigns/Programmes;
- Water quality monitoring;
- Waste Management and Pest/Vector Control;
- Food control, including quality monitoring;
- Health surveillance of premises;
- Surveillance and prevention of communicable diseases;
- Environmental pollution control;
- Disposal of the dead.

This service as rendered by the CDM, excludes Port Health, Malaria and Hazardous Substance. Due to the size of the geographical area currently serviced, the best mechanism employed to effectively manage Environmental Health is through intergovernmental relations and joint management with the above listed Local Municipalities.

Aspects relating to the objectives and strategies of the Environmental Health function as provided by the CDM may be viewed in Chapter 2 of this document.

4.3.13 HUMAN RESOURCE MANAGEMENT PLAN

The Human Resource Management Plan (a Strategic Document for 2009 – 2014) (HRMP) was developed by the Cacadu District Municipality's Corporate Services and Finance Department in May 2009. The HRMP is the Cacadu District Municipality's (CDM) Statement of how the institution by means of its employees and politician's will achieve the objectives as set out in the Integrated Development Plan (IDP). The CDM has a strategic mandate to alleviate poverty which demands a stringent focus by the CDM on critical services to the Local Municipalities that comprise the district. These services include:

- Infrastructure and Planning;
- Economic Development;
- Community Services;
- Support to Local Municipalities.

In order for CDM to efficiently achieve its strategic goals and objectives, the institution requires an effective Human Resource Management Structure to service its

Departments and the Local Municipalities with efficient HRM services. Functions include:

- Recruitment;
- Selection;
- Retention;
- Job Analysis;
- Training and development;
- Motivation and Employee Wellness;
- Dispute Resolution;
- Conflict Resolution;
- Contracting;
- Organizational Rationalization.

The HRMP therefore aims to ensure that CDM employees can achieve their best to deliver excellent services.

The Plan is intended to be a framework which sets out the contribution of the Human Resource Management Department to other departments in achieving CDM aims and objectives, with clear indication of priorities.

DEVELOPMENT PRIORITY 1 – INFRASTRUCTURE INVESTMENT			**Strategies for Support**	**Related Projects**	**Comment**
					Infrastructure Investment can only be supported wit the general Human Resource Provisioning and Administration processes
DEVELOPMENT PRIORITY 2 – CAPACITY BUILIDNG & SUPPORT TO LOCAL MUNICIPALITIES			**Strategies for Support**	**Related Projects**	**Comments**
OBJECTIVE 1 : Maximize the potential of CDM LM's and District Municipality to effectively and efficiently deliver services to their communities			1) Building in-house capacity at CDM & in LM's so that they can perform their functions & strengthen institutional system	o Skills Audit o Training needs analysis o Capacity Building projects o Training & Development	
HR Required Support	**Activities in Support**	**Responsibility/Role Players**	**Time-Frame**	**Resources Required**	
Conducting of the Skills Audit	▪ Develop employee competency/Skills profile ▪ Develop employee competency/skills dictionary ▪ Development of the skills audit tools ▪ Conduct skills audit report ▪ Develop personal development plans	SDF and SHR Officer		▪ Field workers ▪ IT support	
Conduct training needs analysis	▪ Develop training needs analysis tools ▪ Conduct training analysis ▪ Develop needs analysis report	SDF and SHR Officer		▪ IT support	
Development of WSP	▪ Collect information from and liaise with LGSETA ▪ Consolidate information from skills audit and training needs analysis reports & personal development plans ▪ Develop the CDM WSP ▪ Submit the WSP to	SDF and SHR Officer		▪ Necessary information from LGSETA	

	LGSETA				
Undertake Workforce Planning	▪ Design recruitment adverts ▪ Conduct short listing ▪ Conduct interviews reports with recommendation to the council	SHR officer, HR Manager			
Compile training & development programme	▪ Consolidate information from Skill Audit reports, PDP's & WSP ▪ Compile the training & development programme	SDF			
Conduct training & capacity building in policy implementation & legislative compliance matters	▪ Develop training material ▪ Arrange for training logistics ▪ Conduct the training and training impact assessment	Consultant			
DEVELOPMENT PRIORITY 2- CAPACITY BUILDING & SUPPORT TO LOCAL MUNICIPALITIES			**Strategies for Support**	**Related Projects**	**Comments**
OBJECTIVE 1: Maximize the potential of CDM LM's and District Municipality to effectively and efficiently deliver services to their communities			To improve the performance of low capacity LM's iro Organizational and HR arrangements	o Conducting HR Audits o Policy/Procedure development o Review of Organograms	On request and demand the select LM's will be given assistance with the activities and survey related to these projects.
HR Required Support	**Activities in Support**	**Responsibility/Role Players**	**Time-Frame**	**Resources Required**	
Conduct HR audit	▪ Develop HR audit tools ▪ Conduct HR audit ▪ Develop HR audit report	SHR Officer and HR Manager		▪ IT support ▪ Support from departmental Directors/Managers (Chasers)	
Policy & Procedure Development	▪ Develop Policy/Procedure checklist ▪ Submit the checklist to LM's for verification process ▪ Develop a gap analysis report with recommendations	▪ SHR Officer and HR Manager		▪ Support and buy- in from LM's HR Managers/Officers ▪ Support from the internal & external Consultants	

	to LM's ▪ Assists LM's in developing HR Policy/Procedure Manual				
Reviewing Organizational Structures	▪ Collect information & documentation ▪ Consult with LM's HR Practitioners ▪ Review the Structures ▪ Develop and submit a review report with recommendations	▪ SHR Officer and HR Manager		▪ Corporate Services and Finance Director's Support ▪ IT Support ▪ LM's HR Directors Support	
DEVELOPMENT PRIORITY 3- ECONOMIC DEVELOPMENT			**Strategies for Support**	**Related Projects**	**Comment**
OBJECT 3: To develop and enhance technical and life skills in line with labour market demands of the district in strategic sectors and the region at large			Partner with key players in Human Resources and skills developments	o Coordination of in-house skills development o Development of LM's HR Development Strategy o Assist in the Implementation of the HRD Strategy	On request by the Economic Development Department and on demand the in-house projects/assignments in assisting will be executed
HR Required Support	**Activities in Support**	**Responsibility/Role Players**	**Time-Frame**	**Resources Required**	
Conduct a specialized Training needs analysis and skills Audit	▪ Development of Training Need Analysis/Skills Audit tools ▪ Administration of Tools ▪ Data Capturing analysis and interpretation ▪ Development & submission of a report with statistics and recommendations	SDF and the HR Manager		▪ IT Support ▪ Director ED Support and information sharing ▪ Printing support	
Develop Training Schedule	▪ Consolidate employee database and statistics ▪ Consult with departmental Heads ▪ Get approvals from line Managers on	SDF		▪ IT Support ▪ Departmental line Manager support ▪ Printing support	

	Employee training needs ▪ Develop and verify the training schedules with relevant custodians and line				
Coordinate training and sills Programmes	▪ Organize training facilities in-house or externally ▪ Consult and verify training logistics ▪ Inform the employees and the supervisors of the training logistics and remind them of schedule thereof	SDF		▪ Telephone and Electronic Mailing ▪ Training Budget	
Develop Human Resource Development Strategy	▪ Research and Consolidation of information ▪ Conduct Bench-marking and analysis ▪ Develop the HRD strategy	Senior HR Officer and HR Manager		▪ Corporate and Finance Services director support ▪ Printing support	
Assist in the Implementation of the HRD	▪ Present and submit the HRD strategy to ED Director & Manager ▪ Develop and HRD Strategy Implementation Framework ▪ Workshop the Director and Manager ED on the Strategy & Framework	Senior HR Officer and HR Manager		▪ Corporate and Finance Services Director support ▪ Printing support	
DEVELOPMENT PRIORITY4 – COMMUNITY SERVICES			**Strategies for Support**	**Related Projects**	**Comment**
OBJECTIVE 5: Promote voluntary testing and counseling amongst the inhabitants of the CDM area of jurisdiction			Maintain voluntary counseling and testing services in clinics	o Establish an Integrated Health & Wellness Programme o Develop Health & Wellness Policy o Develop VCT Strategy	An internal HIV/Aids, Health & Safety Committees do exist only the EAP has not establish to form coalition to programme
HR Required Support	**Activities in Support**	**Responsibility/Role Players**	**Time-frame**	**Resources Required**	

Establish an Integrated Health & Wellness Programme	▪ Conduct Research and Bench-marking ▪ Consult all stakeholders for information sharing ▪ In collaboration establish the Programme	Senior HR Officer, HR Manager, Environmental Services Manager, Health Services Manager		▪ Director; Health Services, Infrastructure & Planning, Corporate and Finance support ▪ Printing support	
Develop Health & Wellness Policy	▪ Conduct Research and reviews Best Practices ▪ Consolidate information ▪ Develop the Policy	Senior HR Officer, HR Manager		▪ Support from Manager Environmental Services, Health Services Manager ▪ Printing support	
Develop the VCT Strategy	▪ Conduct bench-marking, research & analysis ▪ Information verification & consolidation ▪ Develop the VCT Strategy ▪ Submit for review & comment ▪ Modify if necessary ▪ Submit the final strategy	Senior HR Officer, Health Services Director/Manager		▪ Support from, HR Manager ▪ Printing support	
DEVELOPMENT PRIORITY 5 – COMMUNITY SERVICES			**Strategies for Support**	**Related Projects**	**Comment**
OBJECTIVE 6: To ensure traditional surgeons and traditional nurses are trained in general health issues, HIV/AIDS prevention and sage practices			Ensuring training of lingcibi and amakhankatha in safe health practices	o Conducting Training Impact Assessment o Conducting Trainer Impact Assessment o Conducting trainer Impact o Assist in Planning for training.	
HR Required Support	**Activities in Support**	**Responsibility/Role Players**	**Time-Frame**	**Resources Required**	
Conducting Training Impact Assessment	▪ Develop training impact assessment tools ▪ Conduct the training impact assessment ▪ Develop & submit impact assessment report	SDF		▪ Support from Senior HR Officer and HR Manager	
Conducting Trainer Impact Assessment	▪ Develop trainer impact assessment	SDF		▪ Support from Senior HR Officer and HR	

	tools ▪ Conduct the trainer impact assessment ▪ Develop & submit impact assessment report			Manager	
Assist in training planning	▪ Provision of relevant information ▪ Assist in skills development programmes coordination ▪ Assist in capacity building programmes	SDF		▪ Support from senior HR Officer and HR Manager	

4.3.14 THE SPECIAL PROGRAM EMPOWERMENT POLICIES AND STRATEGIC PLANNING FRAMEWORKS

The CDM recognises that it has a critical role to play in addressing imbalances which exist and which have resulted in the vulnerable groups (youth, women and disable) being most adversely affected.

The Special Program Policies serve to guide the CDM in creating opportunities which contributes to the empowerment of the vulnerable groups.

The accompanying **Strategic Planning Framework** which facilitates the translation of the policy into action must be read in conjunction with this policy.

The Special Programmes Empowerment Policy Framework:

The CDM identified the vulnerability of women, youth and people living with disability within the municipality and recognized the importance of finding ways of responding effectively to their needs. As such, the municipality engaged in an exploratory exercise to determine how best to guide service delivery and human resource practices so that discrimination which the vulnerable groups confront is addressed to enable them access to and utilization of available opportunities to improve their life circumstances.

Following a desktop review of documentation, initial draft policy guidelines were developed. The information from these processes enabled the municipality to sketch out a more consultative process for developing Empowerment Policies which could be owned by officials working within the CDM as well as key role-players within civil society.

The current team responsible for overseeing the implementation of this policy is the Municipal Manager, the manager responsible for Capacity Building & Support to Local Municipalities as well as the Special Programmes Officer.

All managers responsible for the various developmental priorities, including human resources will need to provide quarterly reports of the progress within their departments/units in terms of ensuring opportunities are created for women's empowerment. These reports will be developed according to clear reporting guidelines and be tabled at Council meetings.

The existing institutional arrangements will be reviewed in order to ensure that the institutional support established is feasible, thus reflective of the CDM's commitment to promote and ensure women's empowerment.

The CDM feels that its greatest contribution to supporting the vulnerable groups structures and forums is through the support of Capacity Building Initiatives.

The United Nations Development Programme (UNDP) defines 'capacity building' as *the creation of an enabling environment with appropriate policy and legal frameworks, institutional development, including community participation (of women in particular), human resources and strengthening of managerial systems.*
Capacity building is a long-term, continuing process, in which all stakeholders participate such as ministries, local authorities, non-governmental organizations, professional associations, academics and others.

The CDM will strive to build capacity on applying mainstreaming processes among staff within the CDM as well as within the Local Municipalities and among key stakeholders.

In order to ensure that the policies are realized, the CDM is determined to have clear strategic action plans accompany the Empowerment Policies, therefore Strategic Planning Frameworks are also developed to assist in the translation of the policies into action.

Strategic Planning Framework:

The Strategic Planning Frameworks, which accompanies the CDM's Empowerment Policies, introduce key actions which should be considered in initiating the process of creating opportunities for the empowerment of the vulnerable groups who are:

- Citizens within the CDM and Local Municipalities, as well as
- Employed within the CDM and Local Municipalities

The Strategic Planning Frameworks outlines initial actions which the CDM should undertake over the period 2009 – 2012. As these Strategic Planning Framework are a guide, all departments/ sectors/ units within the CDM will need to adapt and further develop these plans to suit their particular circumstances.

The Strategic Planning Frameworks comprise of two components:

Component 1: Strategic Plans in relation to the key municipal development priorities

Within the Empowerment Policies, examples are provided which reflect possible ways of creating opportunities for the vulnerable groups' empowerment. These examples were drawn on as the initial actions which are required within the CDM. Therefore, the examples are further elaborated upon in the plans below.

i) Priority Area: Infrastructure Investment:

In terms of the Development Priority, Infrastructure Investment, the CDM will prioritise the creation of opportunities for the vulnerable groups' empowerment by focusing on:

- Provision of water and sanitation;
- Promotion and improvement of public transport facilities and usage;
- Improvement of housing delivery and settlement planning with the LMs; and
- The integrated 2010/tourism infrastructure roll-out plan.

ii) Priority Area: Capacity Building & Support to LMs:

In terms of the Development Priority, Capacity Building & Support to LMs, the CDM will prioritise the creation of opportunities for vulnerable groups' empowerment by focusing on:

- Representation and position of vulnerable groups within structures;
- Opportunities and support provided for training and educational programs;

- Enhancing skills to create opportunities to enable the vulnerable groups in communities to participate in discussions and decision making around provision of services;
- Developing accountability systems for ensuring prioritization of the vulnerable groups' empowerment.

iii) Priority Area: Economic Development:

In terms of the Development Priority, Economic Development, the CDM will prioritise the creation of opportunities for women's empowerment by focusing on:

- Prioritising the creation of increased employment opportunities;
- Prioritising the vulnerable groups entrepreneurs in developing strategic sectors for purposes of economic growth;
- Establishing partnerships with institutions which encourage and promote the importance of the vulnerable groups' participation in economic development programs.

iv) Priority Area: Environmental Health:

In terms of the Development Priority, Environmental Health, the CDM will prioritise the creation of opportunities for vulnerable groups' empowerment by focusing on:

- Developing waste management strategies collaboratively with the vulnerable groups;
- Promoting environmental health education and awareness among the vulnerable groups;
- Providing development opportunities for the vulnerable groups' health professionals working in EHS.

v) Priority Area: Primary health care:

In terms of the Development Priority, Primary Health Care, the CDM will prioritise the creation of opportunities for the vulnerable groups' empowerment by focusing on:

- Ensuring services provided are accessible and utilized;
- Promotion of primary health care services in a manner which is relevant for the vulnerable groups.

vi) Priority Area: HIV/AIDS plan:

In terms of the development priority 'HIV/AIDS plan', the CDM will prioritise the creation of opportunities for the vulnerable groups' empowerment by focusing on:

- Provision of prevention, treatment, care and aftercare programs;
- Promoting awareness of prevention, treatment, care and aftercare needs of the vulnerable groups;
- Formulation and implementation of HIV/AIDS plans for CDM and LMS which address the prevention, treatment, care and aftercare needs of the vulnerable groups.

vii) Priority Area: Disaster management:

In terms of the development priority 'Disaster management', the CDM will prioritise the creation of opportunities for the vulnerable groups' empowerment by focusing on:

- Formulation and implementation of an institutional management strategy framework responsive to the vulnerable groups' needs;
- Building their capacity in fire delivery services.

Component 2: Strategic Plans in relation to key human resource functions

Within the vulnerable groups' Empowerment Policy, recognition is given to the fact that the prioritization of the vulnerable groups' empowerment must extend to the way in which the CDM operates in relation to its employees.

In so doing, the areas identified where contributions to the empowerment of the vulnerable groups within its structures are as follows:

- Recruitment and selection of employees
- Recruitment and selection of external service providers
- Training and development opportunities for employees
- Monitoring & evaluation of performance

4.3.15 OTHER PLANS

Public Participation / Communication:

The Cacadu District Municipality has a Communication Policy (available from the CDM upon request) that seeks to enhance transparency and accountability as well as to encourage community participation.

The focus of the communication policy includes:

- Ensuring that a communication system exists which supports a two-way flow of information between stakeholders and role players throughout the District.
- On-going communication planning and development within the district.
- On-going communication capacity building.
- Improving and strengthening media relations.